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An Interview Conducted by
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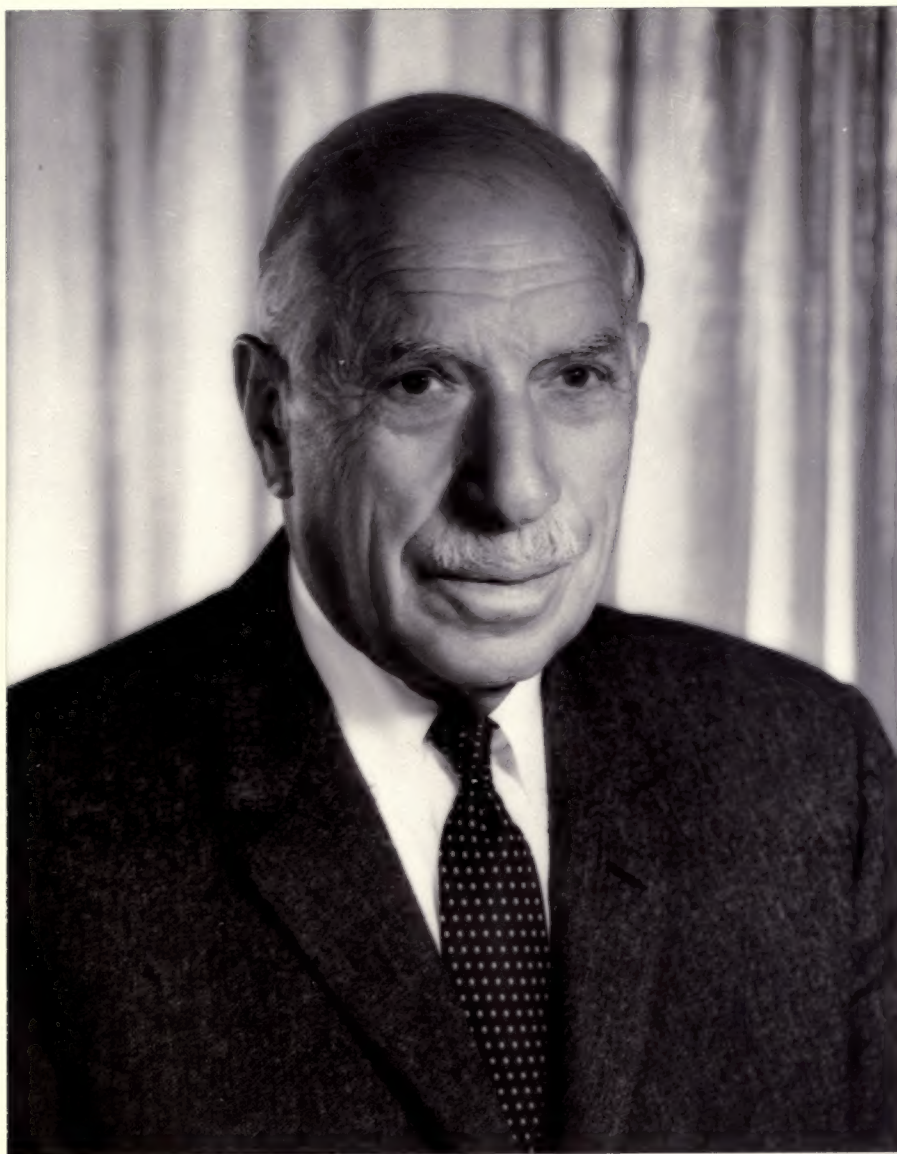
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Daniel E. Koshland, Sr.

1968

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PREFACE

The Northern California Jewish Community Series is a collection of oral history interviews with persons who have contributed significantly to Jewish life and to the wider secular community. Sponsored by the Western Jewish History Center of the Judah L. Magnes Memorial Museum, the interviews have been produced by the Regional Oral History Office of The Bancroft Library. Moses Rischin, professor of history at San Francisco State College, is advisor to the series, assisted by the Center's Advisory Committee: Harold M. Edelstein, Seymour Fromer, Mrs. Theodore Geballe, James M. Gerstley, Professor James D. Hart, Louis H. Heilbron, Frank H. Sloss, and Robert E. Sinton. The series was inaugurated in 1967.

In the oral history process, the interviewer works closely with the memoirist in preliminary research and in setting up topics for discussion. The interviews are informal conversations which are tape recorded, transcribed, edited by the interviewer for continuity and clarity, checked and approved by the interviewee, and then final-typed. The resulting manuscripts, indexed and bound, are deposited in the Jesse E. Colman Memorial Library of the Western Jewish History Center, The Bancroft Library, and the University Library at the University of California at Los Angeles. By special arrangement copies may be deposited in other manuscript repositories holding relevant collections. Related information may be found in earlier interviews with Lawrence Arnstein, Amy Steinhart Braden, Adrien J. Falk, Alice Gerstle Levison, Jennie Matyas, Walter Clay Lowdermilk, and Mrs. Simon J. Lubin. Untranscribed tapes of interviews with descendants of pioneer California Jews conducted by Professor Robert E. Levinson are on deposit at The Bancroft Library and the Western Jewish History Center.

The Regional Oral History Office was established to tape record autobiographical interviews with persons prominent in recent California history. The Office is under the administrative supervision of Professor James D. Hart, the director of The Bancroft Library.

Willa K. Baum, Head
Regional Oral History Office

30 January 1971
Regional Oral History Office
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University of California at Berkeley

INTRODUCTION

Perhaps I should not have read this account of Dan Koshland's life of service before trying to write an introduction to it. Everything I could say about the subject is said -- explicitly or implicitly, in the memoir itself. Certainly I have seldom if ever been so flattered by the assignment of a writing task, but I have found the completion of it difficult. For the resulting delay, I offer my apologies to the editors.

It would be idle to say that a living memoir of Daniel Edward Koshland needs no introduction. That would be like shirking one's duty in presenting a speaker as "one who needs no introduction." Both the skillful interviewer and the willing subject deserve better. But the simple fact is that the essence of this complex, kind, modest and highly intelligent man cannot be summed up in the space of an introduction. It is shown in absorbing detail (both to those who know and therefore love him and to the stranger, I think) in the pages which follow. Read them; if you want to know this man, here he is. He has responded generously and fully to the interviewer's skillful leading questions.

Why, I have wondered, was I asked to introduce Dan to the readers of this history? Possibly it is because his life in business, finance, public service, philanthropy, human relations, educational and artistic interests -- all have been involved in his long guidance of The San Francisco Foundation, of which I have been privileged to serve as Executive Director for twenty-two years. As the Foundation shakily began its existence, Dan's faith sustained it -- and me. As it developed, he guided it -- and me. And a friendship developed. It is one which I treasure.

I have known Dan in good times and in bad ones -- his and others'. I have seen him suffer (and I've wanted to mitigate the pain) and I have seen him rejoice (sharing his joys presents no problem). I have seen the great things he has done -- some of them -- and a few of the quiet, hidden, little ones. I have also been somewhat relieved to hear him give voice to malicious comments -- though never to do damage. He is no saint (though he has been so described) -- his humor is too keen and human for that.

There must be those who dislike, resent or denigrate Dan, but in more than two decades of association with him I

have not found them, nor did I hear of them in the years before when I knew him only from afar as one of those "leading citizens" whose names are familiar. I have criticized him, too, usually on trivial things -- and of course I have made outrageous charges, in private, to him, in riposte to his -- of course -- unwarranted assaults upon my character, competence and morals.

Dan was the first Chairman of the Foundation. After a few years, he forced a change, but continued his helpful guidance, and our contacts went on undiminished for many years. In the last few years, as the Foundation's responsibilities multiplied, I have seen slightly less of Dan, to my infinite regret, but I notice no decrease in the warmth of our meetings, even though they are less frequent. And then of course Dan's severe illness put him out of reach for so long. What a joy it is to have him back, strongly advocating one course or another, but yielding in good spirit on the rare occasion when he can't swing the vote.

But read on; the prologue is finished. The story is at hand.

My welcome duty is to introduce the man in the title role. So with no more delay, and in the spirit of the memoir's title, I am prepared to share him with you. Ladies and Gentlemen: my beloved friend, Dan Koshland!

John R. May
Executive Director
The San Francisco Foundation

23 October 1970
San Francisco,
California

INTERVIEW HISTORY

Daniel E. Koshland, Sr., community leader, philanthropist, and businessman was interviewed as a part of the Northern California Jewish Community Series sponsored by the Judah L. Magnes Memorial Museum.

Interviewer: Harriet Nathan.

Dates and Setting of the Interviews:	February 23, 1968	April 12, 1968
	March 1, 1968	April 19, 1968
	March 8, 1968	May 10, 1968
	March 29, 1968	May 17, 1968
	April 5, 1968	May 24, 1968

The ten interviews in Mr. Koshland's memoirs were conducted in his office in the penthouse at Levi Strauss & Co., 98 Battery Street, San Francisco.

Conduct of the Interviews: Sessions lasted from two to two and a half hours each. While the equipment was being set up, Mr. Koshland would go through his mail, sometimes commenting on an item, returning phone calls, and rejoicing if he found an interval on his calendar without a meeting.

He used no notes, but responded to questions with a range of observation and anecdote that made the sessions entirely enjoyable. Transcriptions were subsequently reviewed and approved by Mr. Koshland.

Harriet Nathan, Interviewer
Regional Oral History Office

6 January 1971
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University of California at Berkeley

FAMILY TREE AND EARLY TRAINING

The Koshlands

Nathan: Shall we begin with some of your family history? You were saying that you had finally discovered where the family came from, after all these years.

Koshland: For the first time, yes.

Nathan: How did you go about finding out?

Koshland: Well, a relative from Switzerland, a very, very distant relative, communicated with my brother Robert and visited here. He'd heard of our name, a prominent name here, and he thought maybe he could make some business connections.

Nathan: Was his name Koshland, also?

Koshland: Yes, spelled differently, with a C. Actually, that was the name of my family, Koschland, until my mother married into the family and said that this was an American family, and the name is Kosh-land. Previously, it had been called Kuschland, [pronunciation] with an s-c-h. So she, a Schweitzer, changed the family name from Kuschland to Koshland. I can trace my own family through my grandfather.

Nathan: Oh, yes! Now, let's see, your grandfather was...

Koshland: Simon Koschland.

Nathan: And that still had the s-c-h, then, didn't it?

Koshland: It was one of these names where the s-c-h was proper, but it was changed later, of course.

Nathan: Was his birthdate 1825?

Koshland: This must be his birthdate. He died in San Francisco in the early 1900's, following an accident in a California Street cable car. Going around a turn he was thrown off, and injured, and died a few months later.

The most famous member of this family was an uncle of mine whose name was Monte (Montefiore), who was a captain of the football, track, and baseball teams of the University of California in Berkeley.

Nathan: When was this?

Koshland: 1889, 1890.

Nathan: He was a real athlete?

Koshland: A great athlete. Too much so. Because soon after college he went up to Portland to work, got pneumonia, and died, probably from what we call an athletic heart. We assumed that he'd overdone the athletics.

Nathan: I see. Now, what was Simon's wife's name?

Koshland: Rosina Frauenthal.

Nathan: Was Rosina the mother of fifteen then?

Koshland: She was, yes. Some died in infancy, some died at various ages, but seven grew up to marry and have large families themselves. Jesse was the last survivor. He died last year, ninety-four years old.

Nathan: When did Simon come to this country?

Koshland: In the '49er days. I believe he was a peddler, in Sacramento, California, and came here and started out in the wool business, wool and hides. All the young people were born in San Francisco, I believe.

- Nathan: Did he ever tell you why he decided he wanted to come to California?
- Koshland: No, he didn't. He died when I was around ten years old, and I don't think I was ever sufficiently interested to ask him, at that age.
- Nathan: Did you know your grandmother at all well?
- Koshland: Yes! yes. She lived on Pine Street, and we grandchildren visited our grandparents every week, regularly. Slight contrast from today, when the grandparents go to visit the children.
- Nathan: I see. [Laughter] Which way do you like better?
- Koshland: I'm beginning to like very much the idea of the children and grandchildren coming to see us. As you know, we go to New York quite frequently. Until recently we had five of our seven children living around New York. We went chasing all over to see them to give them an equal number of days and equal time. [Laughter] And now some of them have moved out here. So we are in the stage of adopting a new policy. We go to New York and say, "Here we are. Come to see us."
- Nathan: Very sensible.
- Koshland: Yes.
- Nathan: But in your grandmother's time, the grandchildren appeared in her house.
- Koshland: Oh, I should say. We've only talked about one side of the family. We have the other side, the Schweitzer, my mother's side. We had a regular meal there every single week.
- Nathan: Was it the same day?
- Koshland: I think one was Friday night and I think one was Sunday noon. My mother's family lived on Post and Leavenworth. A house with quite a garden.
- Nathan: How many of you would there be at a Sunday lunch?

- Koshland: Oh, about fifteen, I'd say. Various members of the family. I'd think fifteen or twenty, usually. Well, actually, in my grandmother Koshland's house, I had lunch most of my four years of high school. Lowell High School then, you know, was on Sutter Street, near Octavia. So I went to my grandmother. One of the aunts lived with her: Netty. Incidentally, these names are spelled differently in the United States. Netty was N-e-t-t-i-e. Similarly Carrie and Fannie.
- Nathan: Oh, yes. So you went to lunch at your grandmother's house? Was this for convenience when you were going to high school?
- Koshland: Yes. We were in high school, it was two blocks away, and we spent four years there. She had a Chinese cook. His name was Hong Koshland. He was a family character. He died some years later.
- Nathan: Did he cook American, German, or Bohemian style?
- Koshland: It was ordinary lunch, not very different from lunches today. Probably a little more elaborate than the lunches that we have today. Certainly better than the lunches that we get at the various hotels, where we have to go to meetings every day.
- Nathan: Oh, yes. Well, tell me, was your grandmother there at lunch every day?
- Koshland: Yes. And my aunt. The only grandchildren who went there were those who were going to Lowell High School, who were not very many. The older members, my aunts' children, were older and going to Berkeley when I was going to Lowell High School.
- Nathan: Did you have time to talk at the lunch table? Was it a leisurely kind of lunch?
- Koshland: Oh, yes, very leisurely. Of course, we were an entirely different generation, then, just as the children today are.

Nathan: Did your grandmother and aunt question you about your schoolwork?

Koshland: Very little. They were just satisfied we were doing all right in our studies. That was the only thing that really interested them.

Nathan: How did your grandmother spend her time? Were you interested in this at all as a youngster?

Koshland: No, she was an old lady to me. She knitted, and sat, talked with her friends and talked with her relatives who came to see her. Same thing with my grandmother on the other side.

The Schweitzers

Nathan: Could you tell me a little about the Schweitzer side of the family?

Koshland: My grandfather Schweitzer also came here and, I believe, was a peddler in his very early days. He came here in the gold rush period, and I think also came here via Sacramento.

Nathan: Was he from Bohemia?

Koshland: No, he was from a place called Altdorf, in Bavaria, Germany.

Nathan: What was his first name?

Koshland: Bernhard. He was in a dry goods business. After being a peddler he went into a dry goods business called Schweitzer, Sachs, and Company.

Interestingly enough, he became a good friend of a gentleman named Levi Strauss. As they both prospered, they became very good friends. I believe one of the sights of downtown San Francisco

Koshland: was to see them at about five, five-thirty, every day meeting after work and going into a saloon for a drink. He became quite a character, and he made his success largely in real estate, getting a start in this dry goods business.

Nathan: Did he maintain the dry goods business, too, or did he gradually branch off?

Koshland: He gradually branched off and went into real estate, with a number of properties in downtown San Francisco.

Nathan: Would you gather that these young men went to Sacramento because of the gold strike? Was that what attracted them originally?

Koshland: I think that, and the business that developed later related to gold prospecting. Neither of them went to be gold prospectors themselves.

Nathan: Was Bernhard Schweitzer married when he went to Sacramento, do you know?

Koshland: No, I don't know. Of my four grandparents, three were born in Germany. My grandmother Schweitzer was born in New York City. She's the only one that isn't German born of my four forebears.

Nathan: What was her name?

Koshland: Rebecca Mandelbaum. My grandfather Koshland was born in and came from a town called Ichenhausen.

Now, a number of other prominent families in San Francisco came from Ichenhausen. The Hellmans are one, I think, and there were others. So, Ichenhausen is the place that we came from. Actually, we have a painting that I think Dan, Jr., has of the home, family home, in Ichenhausen, showing a little cottage. It's been passed down from father to son. And now it's in the hands of Professor Koshland, University of California.

Nathan: Does he have a feeling for all of the family history?

Koshland: Oh yes. I think we're at the point now where the grandchildren, by and large, are losing the interest in knowing where they came from, beyond their grandparents, who were all Americans, you see. Once in a while they do ask, "Where did our family come from?" And we try to tell them with the meager resources at our command.

Nathan: When you were roughly their age, was this of interest to you? Did you have a desire to know about the family origins?

Koshland: Somewhat, but not to the point of going into it carefully. We have always had very strong family feeling, but I would say it was by and large for the living relatives, up to the grandparents. There were stories that we heard about our great-grandparents once in a while. For example, my name, Daniel, was the name of my great-grandfather. When I was about to be born my mother had picked another name for me. And her father-in-law, my grandpa Koshland, came in to see her after I was born and said, "It's going to be Daniel, isn't it?"

She was weak, having just gone through childbirth, and she succumbed. So I was named Daniel, after his father. My mother was a very independent, spirited woman, so she put in a second name that suited her, my middle name, which is Edward. This gives an indication of the kind of person she was.

Nathan: Yes. [Laughter] Good for her!

Koshland: She was very, very determined that it was not going to be Daniel. But actually, if I'd been born four hours later than I was, I was going to be named Patrick, because I was born four hours before St. Patrick's Day in 1892.

Nathan: You would have been the first Patrick in the family, I'll bet. [Laughter]

Koshland: I don't know whether she'd have gone through with it, but she said so.

Nathan: We've a little bit on the Schweitzers now, Bernhard and his wife, Rebecca Mandelbäum. Do you remember the number of their children?

Koshland: Yes. They had four daughters.

Nathan: Where did your mother come in the line?

Koshland: My mother was second.

Nathan: And that was Corinne? What about the other three?

Koshland: They're all dead. Three of the four, including my mother, were married in San Francisco. One married a gentleman from New York. In those days the husbands were picked out by the parents.

The parents in those days did not force their children to marry someone they didn't want to marry, but the initiative came from the parents. I know that my mother and my father were in love, but he was selected by grandpa Schweitzer.

Nathan: Was he given an opportunity to present his case to grandpa Schweitzer?

Koshland: Oh, I'm sure he presented his case. I'm sure, in those days they had to ask parents for the hand of the daughter. The real choice, from a group of eligible persons, was made by the parents.

Nathan: What made a young man eligible, in the eyes of the parents?

Koshland: Whether he was considered respectable in the community and had the wherewithal to support a wife in the style to which she was accustomed. It was not lavish in those days, but--comfortable.

Nathan: Now, for a Jewish family, this would have to be a Jewish suitor, right?

Koshland: Pretty much so, yes. In those days they would have never thought of any non-Jewish marriage.

Koshland: I forgot, when I talked about my ancestors, to tell you about the one distinguished ancestor I have on my mother's side. My mother had a great uncle by the name of Berthold Auerbach, who lived from 1812 to 1882, and who was a poet and author. I think his most notable writing was Black Forest Tales, which I have. I have his picture, still, too. He was a distinguished forebear. I can tell you an interesting story about that, if you want.

Nathan: Yes, I want to hear it.

Koshland: My mother boasted about him, this was a great man. I've found out since that he was a good writer and poet--not quite of the class of Goethe and Schiller. A story that we never let my poor mother forget was that in 1913, when I visited Palestine, my mother talked before two groups of students who were German speaking.

Nathan: You were traveling with your parents or your mother?

Koshland: My mother and my sister and a college friend. We were traveling around the world after my graduation from Berkeley.

Nathan: Who was the college friend?

Koshland: Joseph Ehrman. That followed a three month's employment at the Bank of California, where I cleaned the cuspidors and sealed the mail. I was the janitor, so to speak, of the Bank of California. It's still there on the same site.

Anyway, when we were in Palestine there was a big war going on about language between the French people there, who favored Hebrew, and the Germans, who favored German. It's interesting because this preceded the outbreak of World War One by about four or five months. And I've often thought of it as being an indication of this coming struggle between the Germans and the French. Very, very bitter feeling. Both sides grabbed us when we were in Jerusalem for a few

Koshland: days and kept pulling us to see what they were doing and how terrible the things were that the other side was doing.

Well, in this particular case, my mother talked before two different German classes. With great pride she said that she was the niece of the famous German poet Berthold Auerbach, and then she said, "How many of you children have heard of Berthold Auerbach?" In both cases not a hand was raised. So you can imagine my sister and I never stopped teasing my mother about that.

On the other hand, in the last ten years, I've met half a dozen people who in their libraries have volumes of poetry and tales written by Berthold Auerbach.

Nathan: I sort of sympathize with your mother. Imagine speaking to an American class and asking about some very good writer they probably wouldn't know.

Koshland: They wouldn't know. We had a lot of fun with that. I read a couple of his stories. They're nice stories, nothing much. Nice stories for young people to read.

Brother, Sister, and Cousins

Nathan: Can you tell me a little more about your family, the cousins with whom you grew up, and the people you spent time with, including the kids you played kick-the-can with in the street. Can you think back to the various cousins? Or did you spend much time together?

Koshland: Oh, yes, we did. Spent a lot of time with first cousins. You remember, I mentioned going to the grandparents' homes once a week for dinner or

Koshland: lunch. And there we would meet the first cousins, and we kept up, I'd say, with all of them. I still do.

Nathan: Who are your first cousins? Can you run down the list for me?

Koshland: Well, let's go down the list of Koshlands. Joseph Koshland, remember I told you about him?

Nathan: Yes.

Koshland: Well, he had two daughters, both of whom are very old. One lives in New York; one lives here. Their mother was feeble-minded, a beautiful woman, with the mind of a child.

Next came my father, with his three children. There was my brother and sister. Do you want me to say anything about them, who they are?

Nathan: Yes, why don't you?

Koshland: My brother is Robert Koshland, who now is a retired businessman, and who devotes practically all of his time to community work.

Nathan: Was he associated with Levi Strauss?

Koshland: Never! He was in the wool business in Boston I told you about. Robert has become, and is, quite an expert in hospital planning and hospital management. He was one of the founders of the Peninsula District Hospital, its first president. He's now very much interested in hospital planning. Hospital Facilities Planning is the name of an organization in the Bay Area. He gives it a great deal of time. He's also on the board, now, of the Presbyterian Hospital here, which has a very ambitious building program. I don't think I'm exaggerating when I say he knows as much about hospital planning and administration as any lay person in this area. He should've been a hospital administrator. He'd have been a good one.

Nathan: Yes, he came to this rather later in life.

Koshland: Yes, that's right. He's also a leader in Jewish community activities, even though he is not a religious Jew in any aspect of that term. Good example of a man that's Jewish but has no affiliation or desire to affiliate with any religious organization.

Nathan: I should also ask you about his wife and his children.

Koshland: He married a girl from Portland, Oregon, Delphine Rosenfeld. They have three children, three grown children, all of whom married outside of the Jewish faith. They all have children. Do you want their names?

Nathan: Yes, please. There's Robert---

Koshland: Robert M. Koshland, the son, is personnel manager of Levi Strauss and Company.

Nathan: Is the M for Marcus?

Koshland: For Marcus, yes, that's right. The oldest daughter, Peggy, married Robert Arnold, who is at Stanford Research Institute. Then the youngest one, Susan, is married to a lawyer, Robert Thede. They all do well in their own particular professions. They all have children now, beginning to go to college too.

Nathan: Well, we'll get into the college discussion perhaps a bit later.

Koshland: Yes.

Nathan: And then your sister.

Koshland: My sister is Mrs. Louis Sloss; she was married to a man of a very prominent family of those days. Sloss is one of the pioneering families out here. Her husband, Louis Sloss, was a Stanford man who actually had to leave Stanford, never graduated because the family had financial

Koshland: reverses. I'd say it was just before World War One that he left and went to work.

He worked with the power company, a utility company, and then he was in machinery business, rice, machinery. He died about fifteen years ago. Cancer. Rather quick death. Acute cancer. Quite a wonderful human being, really. They have three children.

The oldest is Peggy Lowe, whose husband is chief placement officer at Stanford University.

The second child was Louis Sloss, whom you know.

Nathan: Yes.

Koshland: Yes, he married a Portland girl. He is an active community worker in a variety of enterprises, mostly having something to do with peace, peace organizations. I'll go a little into that because this is a very interesting person. My sister and her husband were regular conservative parents, and two of the three children turned out to be, what in those days you might call--not rebellious--but different.

Well, Louis went to Stanford and came under the influence of a law professor there who started a religious movement. From that experience he became interested in movements that have to do with the inner man. The basis of this particular group was a study of the teachings of Jesus Christ. Louis has always been a supporter of liberal causes, and so has his wife. They devoted a good deal of time to it. They have something here.

Nathan: They have an establishment near the Fillmore district?

Koshland: Not far from it. In that area that isn't quite in the Fillmore district, not quite. It's up around Octavia and is called Venture House. They work with people in the community to build up the community. Sort of, you might almost call it an

Koshland: informal settlement house.

Nathan: Right, but it's not affiliated with anybody else. It's just their own?

Koshland: It's just their own. Half a dozen young men started this. They go on retreats in Santa Cruz County, I think, somewhere. All in all this is quite a remarkable young man. To satisfy himself that he was not just a dreamer or idealist he took a business--it was the Puro-filter company.

Nathan: Is that for automobiles?

Koshland: **Water filters.** He took over the agency in Los Angeles and San Francisco. The business was in real difficulties. A man who was connected with it at that time was Kenneth Hayes, whom you may have heard about.

Nathan: Yes.

Koshland: I think there's a memorial to him in Coit Tower. Louis made a great success of this business. I invested in it partly to help him, feeling that I would lose the money, instead of which I doubled my money.

After proving to himself that he was a success as a business man, he sold the business to someone else, and now devotes himself to good causes. His wife has means, so that they're well off.

Nathan: This is Jean Elsa.

Koshland: That's right.

The youngest child of my sister is Katherine Cohn, who married a classmate of Daniel Jr.'s from Exeter. She also, like Louis, is somewhat of an individualist. She's been living in Turkey for some ten to fifteen years. He's connected with A.I.D., and teaches in Turkey. I think they're coming to the end of that phase in their life. They'll probably come back to this country. She is as fluent in Turkish as you are in English. I've seen

Koshland: her in action when we visited them in Ankara.

So, it's interesting that out of these three children of my sister, two of them are really different. The other one is a regular fine young woman, mother and wife. An interesting phase of this is that Bill Lowe started out to be a business man and now works for an educational institution, whereas Louis started out a non-conformist to the establishment and then became a businessman, but now is no longer a businessman except in the sense that he looks after his mother's and wife's and his own affairs.

Nathan: Well, they all have a flair, haven't they?

Koshland: Yes, they all have a flair. And, if you can imagine my sister, who's a very fine woman-- Margaret Sloss. She made quite a good life for herself in the community, social, cultural. As a matter of fact, she's very, very similar--more and more so every day--to my mother. I can see my mother there. The same general ideas and way of talking, and her activities are similar to my mother's. Very.

Nathan: Is she the one who picked up the musical interest, the most strongly do you think? Or did you all share in that?

Koshland: She did the most, more so. She's very active in the symphony, and things like that. None of us are innately musical, in my opinion. Music was drummed into us, pushed into us, by my mother.

An Adoption

Nathan: Are there some more family connections we should mention?

Koshland: The Schweitzer grandparents in later years adopted a young man. He was one of a large family

Koshland: that needed care. The father died, and was impecunious. A man named Abenheim. They had to divide a number of children around, and my grandparents took one of them.

Nathan: Would this be any connection of Peter Abenheim, who's around now?

Koshland: Yes.

Nathan: He's on television.

Koshland: Yes. This adopted son then married the daughter of my mother's older sister, who was later Florence Colman. This Abenheim that was adopted by my grandparents, his name was Edward Abby. His name was changed from Abenheim to Abby. He married Florence Guggenheim, who is still alive, but in a very bad physical and mental state. He died of cancer and then she married Jesse Colman.

Nathan: So that was Florence Colman.

Koshland: That's Florence Colman. You probably met her in the League of Women Voters and such things.

Nathan: Yes. Was this a common custom at the time to adopt children?

Koshland: No, no. This was a special case. I know of one or two others in New York, where parents died. They were poor people who couldn't make a living and then somebody in the community, somebody decided to divide the children up, and it all turned out very well, I think, in the case of this Abenheim family.

Jewish Charitable Groups

- Nathan: At that time, I suppose, there really was not any public or governmental agency to look after children.
- Koshland: No, no. I think there may have been some informal groupings of people that, I guess, led to the formation here--not too long after--of the Eureka Benevolent Society, which is the forerunner of the Jewish Family Service Agency of today. But I don't think that at the time this happened there was any formal organization. Maybe the temples, maybe the congregations. People met in the congregations.
- Nathan: Was your mother interested in the Eureka Benevolent Society?
- Koshland: No. But she very early in her married life became interested in art and music and social circles that brought her in connection with those. Then later in life she became interested in Jewish charities, particularly the Pacific Hebrew Orphan Asylum and the Jewish Home for the Aged. That's today's name. I got a little mixed up there because the Pacific Hebrew Orphan Asylum now is Homewood Terrace; and the Jewish Home for the Aged at that time was known as, I think, the Hebrew Home for Aged and Infirm, or something like that. But she was interested in that.

She was also interested in the Emanu-El Sisterhood. Those were her greatest interests, when you talk about Jewish charitable organizations, but she was also interested in a number of non-Jewish organizations in San Francisco later on. For example, the Home for Incurables, which is now the Garden Hospital. It had that horrible name for many years. So, in the very earliest days, in the organization of Jewish charities, it was the women that did it. And then the men came in.

Nathan: Now was your father interested, particularly?

Koshland: No. He was interested primarily in his business.

Nathan: Was this a wool business by then?

Koshland: A wool business, yes, with his father and some brothers here. He got on boards, I think, of Jewish agencies, but it was mainly through his wife's activities in them.

Nathan: Can you tell what really started your own interest in this field? Was it through your mother's interest?

Koshland: Yes, I'd say largely my mother's interest, and the way I was brought up, I guess. I learned early in life that you have to think of the other guy. I learned it, I guess, also on the streets of San Francisco, where I was brought up, where I learned much of what I know. I learned that in the earliest days, I mean in the elementary school days, and in high school days, too.

Nathan: How did you learn that you have to look after the other guy in elementary school and high school?

Koshland: I think by playing in the streets with them and getting to know that everybody in the world wasn't well-off; as we were, relatively.

My parents welcomed our friends, whether they were poor or rich, or anybody, into our home, and I guess that's where I really picked up the idea, unconsciously. I don't think I had the feeling, consciously, even 'til I was past my college days. I never did anything the way the kids do nowadays, get involved in programs for underprivileged kids. There was no such thing.

You see in those days, the kids in the orphan asylum were orphans. Nowadays the orphan asylums don't have an appreciable number of orphans

Koshland: anymore. They're mostly disturbed children, as you know. So, it's pretty hard to say what motivated me, any more than my brother and sister, who were brought up in the same family and they've turned out very much the same way.

The "Petit Trianon"

Nathan: Should we mention your family's home?

Koshland: The house we built at 3800 Washington Street, maybe you remember that?

Nathan: I remember the house, yes.

Koshland: My father objected strenuously to building that house, spending the money for it. You see, it was finished through the active planning of my mother because the architect died during the construction.

Nathan: Who was the architect?

Koshland: His name was Van Trees. He was an alcoholic. The result of that was that when the earthquake came in 1906, the exterior of the house fell apart, which was due to the cornices of the house not being properly anchored. There were cornices all around. They fell down, and the marble columns all smashed to the street. Actually the inside of the house was undamaged but the outside was ruined.

Nathan: I hope we can get a picture of that. There's something very dramatic about what happened to your house.

Koshland: It's quite a dramatic story if you want to hear it.



The "Petit Trianon"

3800 Washington St., San Francisco

April 18, 1906

"The People's Choice"
Washington St., San Francisco
April 18, 1906



- Nathan: Yes, I do. Where did this picture [of your house] come from?
- Koshland: I don't know. That was taken very soon after the earthquake and fire.
- Nathan: Yes. And you can see the columns in a heap.
- Koshland: And the marble steps.
- Nathan: Interestingly enough, the frame houses at the left of the picture are all right.
- Koshland: Yes, that's right.
- Nathan: May I borrow the picture and have copies made of it?
- Koshland: Yes, yes. There's no hurry. It's the only one I know of, so I don't want to lose it. This is evidently of some interest to earthquake people.
- Nathan: Very much so. I want to show it to Mr. Steinbrugge. In a forthcoming monograph, he points out that one of the greatest dangers during earthquakes comes from this part, that he calls the cornices, that are not anchored.¹
- Koshland: That's right. If anybody'd been out there, they'd have been killed.
- Nathan: And he said also that one-story frame houses, like the ones shown in the left of the picture, survive very well.
- Koshland: That's right.
- Nathan: So it was a beautiful demonstration of construction that is or is not hazardous in earthquakes.

¹Karl V. Steinbrugge, Earthquake Hazard in the San Francisco Bay Area: A Continuing Problem in Public Policy (Berkeley: Institute of Governmental Studies, University of California, 1968).

- Koshland: It was a good example of that. This on the left is just a shack. Of course, our house did not suffer in the inside. The library had books in every direction on the four walls. No books fell over. No ornaments fell off the tables. From the outside it looked like a wreck.
- Nathan: You were saying the house was completed before the earthquake?
- Koshland: It was completed in 1903.
- Nathan: Where had you lived before that?
- Koshland: I lived in a house on Clay Street before that. My mother took an active part in the building of the new house, particularly after this architect died. She had as collaborator an interior decorator of San Francisco, who was very distinguished; his name was Henry Atkins. It was a firm called Vickery, Atkins, and Torrey. He was a very fine gentleman. He stepped in, with my mother, really took the place of the architect and finished the house.
- Nathan: Now, was the nickname "Petit Trianon" your own family nickname for the house?
- Koshland: Yes. The name "Petit Trianon," though, is based on the fact that my mother had been to Europe, had seen the real Petit Trianon, and either before she went to Europe or after she heard a performance of a comic opera that's still played today. It is called "The Bohemian Girl."

There is a song in this opera, the first line of which was, "I dreamt I dwelt in marble halls." And that together with the Petit Trianon accounts for my mother's house. Her friends all teased her unmercifully, always, that this house was the result of hearing this song. "I dreamt I dwelt in marble halls...." [singing] So it was always, "Oh, this is the Petit Trianon." Of course, we've been to Europe since and I've always gone to see the Petit Trianon. There's a similarity, but it's not an exact replica. The

Koshland: front of the house is different from the Petit Trianon. But that was the idea. The inside is, of course, very different from the Petit Trianon, although she did have a fountain in the middle of the ground floor. It had a marble floor and was the place where she had all these concerts in later years.

Nathan: Right. I also remember the library panelled with leather.

Koshland: Yes. Leather walls, that's right. That was unique too.

Nathan: This must've been rather an exciting and daring thing to do.

Koshland: Yes, yes, it was at that time. But, the thing that I've always said was, this was always a home, in spite of its forbidding looks and the marble floor and the library with the leather walls and all that. My mother always encouraged us, and we brought all our ragamuffins from the street into the house. It was just as much a home as a much simpler house would have been.

We raced around the house--my brother and I and our friends all spent a number of years hearing my mother call out--wherever we were, wherever she was--"Keep your hands off the white paint!" because the balustrades were white, you see. We used to race up the front stairs.

But, as I say, it was always a home and we were encouraged to bring our friends there, whoever they were. As a matter of fact, when we got to the age where we played cards, where kids play poker, play poker for money, we were always encouraged to bring them to the house and play there, which prevented us, I think maybe, possibly, from getting into bad habits along those lines.



Concerts in the Home and Some Musical Wonderchildren

Nathan: I did want to ask you about your mother's inviting young musicians to perform, and giving them a chance to be heard. Do you remember?

Koshland: Oh, yes. She had many concerts at her home. Once or twice she charged admission, always to raise a little money for the performing musicians. But the motivation was more to present them to a group of people that might help them to get ahead. Sammy Lipman was one, and I think Isaac Stern. Of course, we all were at various times helping the Menuhins.

Nathan: How many could she seat in there?

Koshland: I'd say around fifty to seventy. But half of those people sat on the stairs or on the floor. Well, maybe it was more than that; maybe it should be near a hundred. I'd say she'd manage to get forty or fifty chairs in the place. The other people would sit all over, or even sit in the other rooms on the floor, this marble vestibule. She always served refreshments after the concert.

Nathan: Would she invite the press, or critics to come and hear the performance?

Koshland: Ah, yes...as she became friendly with the critics, as she knew them. They wrote about these concerts in Mrs. Koshland's home, and regular criticism of the music. I'm sure it helped these people in their careers. After all, even Isaac Stern needed help, even more than the Menuhins did. They come of the same era, you see.

You know, there was a period during which these child wonders appeared in San Francisco, the Menuhins, and Isaac Stern and Ricci.

Nathan: Oh, Ruggiero Ricci?



Koshland: Ruggiero Ricci. And who was the girl who played the piano so well, across the Bay?

Nathan: Oh, Ruth Slenczynski.

Koshland: Yes. So, these young struggling artists liked to play in her home. It helped.

Nathan: It gave them a performing place.

Koshland: Yes, and she loved to do this.

Nathan: I wonder what brought forth all the wonderchildren, all the musical wonderchildren.

Koshland: It's very hard to say, because there was an era there, and it passed.

Nathan: There never was another crop quite the same.

Koshland: No! I mean, Sammy Lipman is of a later era, but he hasn't attained the same fame as Ricci or Menuhin or Isaac Stern. I think that there are many of us today that are very thrilled that we helped Isaac Stern. Isaac Stern and his family were not nearly as attractive as the Menuhins were. The Menuhins were somewhat sponsored and helped by the Ehrman family, Mrs. and Mrs. Sydney Ehrman.

Nathan: The apple-cheeked children, were they?

Koshland: Yes. Whereas there was nobody like that for the Isaac Sterns who had none of the attractiveness in that time that Yehudi did. On the other hand Isaac Stern was helped. That was largely due to Cantor Rinder [Reuben, Rob Rinder] and Lutie Goldstein and her sister. Lutie was the important one. As Isaac Stern became known (not nationally or internationally the way Yehudi was very early in his life), he needed a good violin. He didn't even have a decent violin.

Lutie Goldstein and Rob Rinder went to a number of people, including my mother and myself, and we all put up money. It was a loan to enable Isaac Stern to get a decent violin. Later on he repaid the loan to all the people.

Koshland: He was guided a great deal by Lutie Goldstein and Cantor Rinder, to whom he was really grateful. When we had one of the farewell dinners for Cantor Rinder, for whom....

Nathan: [Laughter] There were many. [Laughter]

Koshland: He came. He did not play, but he spoke of Cantor Rinder. And he gave a very, very wonderful speech. The tribute to Rinder was just as exciting as his playing was.

Nathan: Who was his musical teacher? Do you remember?

Koshland: Yehudi's first was Persinger.

Nathan: Where did Isaac Stern come from as far as you knew? Was he San Francisco born?

Koshland: Yes, he was from San Francisco. One of the prodigies. I'm sure he had Russian background, as the Menuhins did. Strangely enough the Menuhins to this day, the parents, are anti-Israel. They did not belong to the American Council for Judaism, as far as I know, but they were never sympathetic to Israel. This is the parents. Yehudi and his sisters were sympathetic.

We grew up with them. We all saw them develop. Isaac Stern was more in the background. No, there's no explanation of these few years when we produced these prodigies.

Actually, you know of Ernest Bloch, the famous composer. He was a great friend of my mother and of all these same families I've been talking about that helped the Godchaux and all of this. Ernest Bloch was helped in establishing the San Francisco Conservatory of Music, which was a little music school of two ladies--Ada Clement and Hodghead, Lillian Hodghead. This emerged from just really, being two music teachers, into this conservatory, because of a gift made by Madeleine Russell's family. I can't say if it was her parents or her grandparents.

Nathan: Was this the Haas family?

Koshland: Yes! And Mrs. Walter Haas became one of those who were very enthusiastic about Bloch's music.

The thing that I wanted to tell about was that when Yehudi performed here, at the age of seven and eight, mother wanted Bloch to hear him. He absolutely refused; he decried child prodigies, but my mother was very insistent. When she wanted to do something she had her way.

I was with her the night she finally persuaded him to go to a Yehudi Menuhin concert. I still can see him at the intermission running up and down the aisles. His hair was wild, and he was screaming that he couldn't believe there was such a thing. This was something--this was a miracle. Just hearing Yehudi play. And, of course, he became friendly and he did all he could to help him after that.

Nathan: Your mother must've been a catalyst in a lot of developments.

Koshland: Yes, that's a very good word. She was a catalyst. She wasn't a profound musician at all. But there were a group of women--Hattie Sloss and Mrs. Stern and my mother and Mrs. Armsby.

Nathan: Oh, Leonora?

Koshland: Leonora Wood Armsby. Those women have all passed on, and San Francisco has missed them.

Nathan: Yes.

Koshland: There's one woman embodying many of their qualities in Los Angeles....

Nathan: Buffy Chandler?

Koshland: Buffy Chandler. We have no Buffy Chandler here.

Nathan: No. That's right.

Koshland: Buffy Chandler: one woman did in Los Angeles what

Koshland: a whole group of women did here. And nobody has taken their place.

Nathan: Was Ansley Salz involved in this musical group?

Koshland: Yes, but I don't think he was directly involved with them. He helped some of these same people. Helen Salz could tell you about that.

Nathan: Oh, yes! I was thinking of that collection of fine instruments that he has over at the music library at Cal.

Koshland: Yes. He gave them away, and she has continued it. I don't know if she has any left, but she was very generous. They both were.

Nathan: Do you remember what kind of a violin Isaac Stern bought?

Koshland: No, no. I wouldn't know. But it was one of the rare, good ones. I don't know if it was a Strad or one of the others.

Nathan: It's a delightful thing to be engaged in, to have a finger in.

Koshland: Yes! Oh, surely! All the people, I think, had a great satisfaction in having been a part of Yehudi Menuhin's career and Isaac Stern's. When Ricci comes out here, he usually stays with my sister-in-law, Ruth Lillienthal.

Nathan: Maybe the young musicians have other ways of getting heard now.

Koshland: Yes. But the later generation still helps. Dave Zellerbach sponsored one--Leon Fleischer.

Nathan: Oh, did he? I didn't realize that.

Koshland: Yes. He owed his start to Dave Zellerbach.

Nathan: Are you still approached by people who wish to promote a young artist in the same way?

- Koshland: Occasionally, yes. But I don't get involved. I have too many other things, that's all. None of them have achieved the immense success of those who were helped in the earlier days.
- Nathan: By the great ladies of San Francisco.
- Koshland: Yes. I'd say Hattis Sloss was the great figure in the musical life--and many other things, too. She was a strong character, a strong personality.
- Nathan: Is this Frank Sloss's mother?
- Koshland: It's Frank, and Richard Sloss's mother. Yes, that's right.

Lessons with the Godchaux

- Nathan: Did you have to take music lessons?
- Koshland: Oh, yes. That's a very important part of all our lives. We took lessons from the Godchaux. Did you ever hear of the Godchaux?
- Nathan: I don't think so. How do you spell that?
- Koshland: G-o-d-c-h-a-u-x. Well, this was quite an interesting part of San Francisco history. This man named Godchaux, who was a wealthy man in France and then lost all his money, came here with a large family--four daughters and I think two sons. To make a living the daughters all taught--taught French and music and singing. ✓
- Nathan: In their own house?
- Koshland: In their own house, yes. For a large part of my youth, every week I went for piano lessons and French lessons. These were very unattractive women, physically, but remarkable women.

Koshland: Particularly one, Rebecca Godchaux was not only an excellent French teacher, but kept up her French connection. She was a great friend of Edmond Rostand, the famous writer.

Most of the children of the wealthier Jewish families went to them for lessons and loved the Godchaux. Incidentally, these sisters taught Yehudi Menuhin and his sisters, who did not go to public school. They received private instruction from the early days. The Menuhins' father, you know, was a Hebrew teacher in what was then the Jewish Education Society.

These were wonderful young people. Part of my joy in going to the Godchaux, even later on, came from hearing about the Menuhins. I kept up my lessons with the Godchaux even when I went to college.

Nathan: Both French and music?

Koshland: No, no, I gave up the music, and took French lessons. I heard so much about the Menuhins, and I used to see compositions that they wrote. As a matter of fact, I had something to do with managing the affairs of the Godchaux, the sisters. Their brother, Edmond Godchaux, was the recorder of the City and County of San Francisco. It was almost a sinecure office in those days. He spent, and wasted the money of his sisters as fast as they made it, and was a well-known bon vivant of San Francisco. He was interested in mining stocks; he gambled in mining stocks. So, these were always poor people, but everybody loved them, and they had a big impact on the early cultural life of San Francisco, of I'd say--probably the first thirty years of this century.

They were good musically--they taught piano, they taught voice. But the outstanding star was Rebecca, who taught French.

Nathan: This sounds like something the mothers of the town got together and decided to support.



Koshland: Yes, yes. I don't know who it was, my mother and others years later got the idea to treat them to a trip to see Paris. This was probably in the late twenties. We got a fund up, and I managed it.

It was quite something, because we put the money in the bank and sent them--it was almost a cruel thing to do--we put the money in the bank and notified them that there was this money available to treat them all to a trip to Paris.

Nathan: Was the father still alive then?

Koshland: No, no. Oh, the father was quite a character. They had a little book called Sayings. He was to them the cutest little old man, with funny little sayings, and they had a little book called the Sayings of Papa Godchaux. As a matter of fact, I think their letters were given to the Bancroft Library at the University of California at Berkeley. [Note: Bancroft Library has a listing of Godchaux letters.] I was involved in that, too. Well, these were really extraordinary people.

Nathan: You got all this money together.

Koshland: Oh! This money! Yes. We put it in the bank, and they had this trip, the poor things. It was an awful position--I mean, they didn't know whom to thank. There was no list.

They would say to several people--including me, "I know you had something to do with this thing. This is wonderful."

Later I was a little sorry for them. It's awful to receive an anonymous gift and have no idea who did it. But probably fifteen or twenty people put up this money and they really couldn't thank any of them, because they didn't know! When you start thanking people, you may thank somebody that wasn't involved.

Nathan: And you had all agreed ahead of time that no names...



- Koshland: No names. No, they never knew. Their lawyer was Lloyd Dinkelspiel. He and I really worked the mechanics of it.
- Nathan: I suppose the idea was that they should not feel under obligation to anyone.
- Koshland: That's right. The four sisters went. By that time the brothers had died.
- Nathan: I was interested that even after you went away to college that you still continued your French lessons with the Godchaux.
- Koshland: Yes. As a matter of fact, I adored Becky Godchaux. I was so fascinated by her, an ugly little old lady, you know. I was so fascinated. I would always talk English. She would talk to me in French, I'd understand her French. I learned French--French grammar--very well, but I never learned to speak well, because I was so interested in her, talking to her, that I talked English. Of course, part of the lesson was always a dictation, a translation.

I can still write a French letter, but I'm very poor at speaking French. My wife speaks much better French than I do and hasn't half the vocabulary that I have. She hasn't any knowledge of the grammar. When we go to Paris, she's the one that can talk. I stumble, you see, because knowing the grammar, the minute I talk French I make a mistake and then I'm self-conscious. I never learnt it. And I really think my beloved Becky was responsible for that.

- Nathan: She bewitched you, but she wasn't teaching you to speak. Later on when you were with Lazard Frères in New York, did your French help you?
- Koshland: No. Well, I could translate letters. But other people in the office did too, so it never helped me much in my business life.

My first job after leaving here was in a bank in Germany. Although I had had a German

Koshland: governess and spoke German before I spoke English, when I went to Germany in 1914 I could get along, but I couldn't speak German.

Nathan: Yes, I do want to get into this. But tell me just a bit about your governess. Did you have different governesses?

Koshland: No, we had a governess for three children.

Nathan: Did she speak German to you?

Koshland: Yes. Until I was three or four years old, I spoke German. We didn't have any pre-school schools then. I suppose by the time I was five I could speak proper English. One reason I studied French: I thought "Oh, the German'll come back whenever I need it."

I learned very quickly it didn't, because when I went to study abroad in 1914, I met German people and they began to ask my opinions of politics or international relations. I could ask for bread and butter, but I couldn't very well explain what Mr. Wilson's policy was as far as Mexico was concerned--Vera Cruz.

Nathan: Was this a pattern, pretty much, for the Jewish families to have a foreign-speaking governess to teach the children?

Koshland: No, I don't think so. I don't think you could say that. There were some, I'm sure. You see, that gradually developed. I had a nurse for my children. None of my children have ever had any nurses for their children.

Nathan: As you were growing up, did you go to dancing school, or have dancing classes?

Koshland: I went to dancing classes. Pretty hazy in my mind, though. Yes, I think I did, in my high school days.

Nathan: Did you belong to any of the clubs, social clubs?

- Koshland: I think my father belonged to what was then the Verein, which later became the...
- Nathan: Concordia?
- Koshland: Yes, a precursor of the Concordia Club. I joined the Concordia Club much later. It was kind of a merger with the Argonaut. My father belonged.

How to Play the Stock Market

- Nathan: Oh, yes. Now could we return a moment to the Godchaux? You were saying that you kept in touch during college. How about later?
- Koshland: It was an interesting episode when I did insist, with Edmond Godchaux that I wanted to know about his sisters' financial affairs, and the whole community was aroused and wondering. He was getting sick and old at that time, and I finally got a list of their securities.
- It was almost all in a very shaky mining stock--gold mining stock. He spent quite a little time at the Mining Exchange here; it used to be at Bush Street, the San Francisco Mining Exchange, which is now, finally, out of existence, I believe.
- Nathan: Was that a little like the Stock Exchange?
- Koshland: Yes. Dealing in highly speculative mining securities. When I saw this--and the securities may have amounted to \$20,000 or \$30,000, almost all of which was in one shaky mining stock, I told him that with any prudent rule he'd sell most of the stock and put his money in good securities. When I finally pounded him and told him he had to sell it--it was selling around \$1.50 or \$2.00 a share. And, of course, I was right about this. He absolutely refused to sell one

Koshland: single share, and a year later the price of the stock doubled.

Nathan: [Laughter] Well, it shouldn't have. [Laughter]

Koshland: It shouldn't have, but it did.

Nathan: Did the sisters get any benefit from this at all?

Koshland: No, they didn't get any benefit, and he finally died. I think I did get him to sell some of it and buy Standard Oil and American Telephone and a few stocks like that. But it was an interesting sidelight on giving financial advice.

Nathan: Yes. That's very nice.

Koshland: I could tell other stories about that. For example, Mrs. Meyer used to come to me (and many others) for advice. She wanted to speculate. She got quite a sum from his life insurance when Rabbi Meyer died, and she played the market--she was smart--with part of this money. Most of it was well-invested by a brother of hers who lived in New York City.

In the days when the Giannini stocks were all skyrocketing she came to me one day and said she wanted to buy what was then Bancitaly Corporation.

Nathan: Bank of Italy?

Koshland: Not Bank of Italy, Bancitaly, which was the forerunner of our present-day Transamerica. We're going a little far afield here.

Nathan: No, this is very interesting.

Koshland: This is interesting from the point of view of giving advice on investments.

Nathan: Yes.

Koshland: She came to me one day and said, "I want to buy

Koshland: some Bancitaly Corporation."

And I said, "Over my dead body."

"Why not?"

"This is very speculative. You're a widow with two little children to bring up, and you shouldn't buy this."

She said to me, "Have you any?"

I said, "Yes, I have. I can lose all the money I have in Bancitaly Corporation and I still will go on living as I do, but you wouldn't be in that situation."

She said, "Thank you very much." She left my office. She bought the stock and sold it a couple of years later at double the price she bought it for. Got right out at the top.

Nathan: Of course, that may be luck, too. [Laughter]

Koshland: Sure it was. Things that are proper investments for some people are not for others. A businessman can take risks that a widow or a schoolteacher can't take--or shouldn't. So those two little episodes can be expanded to show the great hazard we have in investing on the advice of somebody that's supposed to know.

Sunday School and the Building of Temple Emanu-El

Nathan: Let's get back to your childhood for a bit. Did you all go to Sunday School when you were growing up?

Koshland: My brother and I did, yes.



Nathan: Did your sister?

Koshland: I don't remember whether she did or not. We went to Temple Emanu-El when the rabbi was Jacob Voorsanger. His picture and memoirs are over at the Magnes Museum in Oakland. There's quite a section in one room devoted to Jacob Voorsanger.

The most notable event during our years at that Sunday school was that one day my brother and I went down to Sunday school, walked into our classes, walked out, and went to a movie. And were caught by our parents.

We indignantly denied the assertion that we had not been to Sunday school, we had been to Sunday school. We were finally broken down. I can remember what a tearful day that was, and the story went all over San Francisco about how the Koshlands played hooky from Sunday school. It was the very earliest days of movies, the silent movies.

Nathan: What an adventure for you two wicked little characters. [Laughter]

Koshland: That's right. I can still remember--it's very vivid to me--my standing there telling my parents, "It's not true, I was at Sunday school." We went to Sunday school on Sutter Street, where the medical building is now, 450 Sutter.

Nathan: Was that before the big present Temple Emanu-El was built?

Koshland: Oh, long before. The temple was destroyed in the earthquake.

Nathan: The Sutter Street building.

Koshland: Yes. Then they had a temporary one on Sutter Street above Van Ness Avenue, Van Ness and Franklin. We went there for a short time. I was on the building committee that built the present Temple Emanu-El.

Nathan: I see. How did they go about financing the

Nathan: building of that temple?

Koshland: By and large through the sale of seats. The wealthier you were the nearer the pulpit you bought seats, you see. Those seats were privately-owned--but gradually this thing has been dissipated. I still own my seats, and I took over my parents' seats when my mother died. But that isn't a very important factor any more. They raised a lot of money that way. You paid \$10,000 for a seat, or \$5,000 or \$3,000.

Nathan: Would that be for a whole family pew?

Koshland: Well, no. It depended on how many seats you needed for your family.

Nathan: I see, so you really bought a seat.

Koshland: I think I bought two seats and my mother bought two seats adjoining. I think the Hellman family at that time bought a whole row. There were very few who did that. This was a lot of money. It's the money that built the present Temple Emanu-El.

Nathan: Was this the usual method of financing temple building?

Koshland: At that time I think it was fairly prevalent, yes. You also sought gifts from people who didn't want seats.

Nathan: Could you be a member of the temple without owning a seat?

Koshland: Yes. General member. There was the lower-cost membership and you got seats at the high holy days, specific seats assigned to you. This is past very much nowadays. There are still people like myself that occupy our own seats at the high holy days, when the temple is full. Other days, for other services, you sit anywhere.

Nathan: But it was of an era, wasn't it?

Koshland: Yes. A kind of an era. Most of the wealthier

Koshland: people of the community belonged to Temple Emanu-El, although Sherith Israel existed then, too. Under Rabbi Nieto, who was a very distinguished rabbi. ✓

Nathan: That was more conservative, always, wasn't it?

Koshland: Not in the religious sense. It was a reform temple. Jacob Weinstein was the rabbi there a little later.

Nathan: But I take it as a whole your family wasn't terribly religiously inclined.

Koshland: Well, my mother and father were quite religious, supporters of the congregation. The rest of them were not, no. They paid lip service, they belonged to the congregation. They belonged to the Jewish social organizations that existed, the old peoples' home, the orphan asylum. And my mother and father were always active in the affairs of Congregation Emanu-El.

Nathan: When you got back to San Francisco, then did you affiliate with Emanu-El?

Koshland: Yes, I did, and I was quite active. I was asked to go on the Board of Directors, and I was active at the time that the new temple was built.

My father was very, very much upset at the temple, being built where it is on Arguello Boulevard. He insisted that the right place for it was in Lafayette Park. The temple had to be up high. But that wasn't feasible.

Nathan: Was Lafayette Park a public park?

Koshland: Yes, a public park. But they might've either negotiated with the city to buy, or there were lots around there--they were looked at, but it was considered that Arguello was the best location. I was very active on the building committee, of which Mr. Louis Block was chairman.

Nathan: Who was the architect?

Koshland: There was a Jewish architect, Sylvan Schnaittacher. But the main one was Brown, a famed man, Arthur Brown, who built the Opera House. He was one of the most distinguished architects around, but that caused the usual furor, that the head architect was not a Jew. Schnaittacher was associated with him, so that there was a Jewish and a non-Jewish architect. But the temple itself is attributed to Brown, just as the Opera House is.

Nathan: He certainly went in for large buildings, very grand.

Koshland: Oh, yes, he was a very distinguished architect.

The Family Fortune

Nathan: What sort of business was your father in?

Koshland: I guess we should go into the story of how the family fortune came about. Joseph Koshland was the main person who brought prosperity into the family, because he realized that the great wool market of the United States was in Boston and the great wool-producing countries were outside of the United States, primarily Australia. The best wools came from Australia.

The American wools were not as good; California wools were distinctly inferior. He realized that the company, the family, would only get ahead by getting into the mainstream, so he moved to Boston.

Nathan: Had he been living in the west before then?

Koshland: Yes, they were all born and brought up in the west--I mean the ones that lived to old age, the ones I've mentioned. So he went to Boston first, and then other uncles followed and built up this

Koshland: business with some success.

The great event happened in 1897 when Mr. William McKinley was elected President. He was inaugurated on the day that my sister was born. Uncle Joseph sent a telegram to my mother after hearing that her name was Margaret Helen Koshland, telling her to add the word "Prosperity." So we always called her Margaret Helen Prosperity Koshland. [Laughter] Because that marked the beginning of the protective tariff. There was a protective tariff put on wool. That stimulated the local industry, and he realized this meant the success of the family venture.

Nathan: Had he been active in lobbying Congress on behalf of the tariff at all?

Koshland: No, no. Gosh, they didn't know what the word meant in those days. He just had a brilliant mind, much more so than any of his brothers or sisters. One-track mind: business. He built this business up and so the family prospered in the early 1900's.

Nathan: Was Koshland the name of the business?

Koshland: It started from S. Koshland and Company, and in Boston became J. Koshland and Company, so that the San Francisco office was S. Koshland and Company. That became a very modest affiliate of the company that prospered--the parent company, let's say--in Boston. As a matter of fact, the San Francisco office was only maintained to give my father and his brother-in-law something to do. It was really not needed.

The other members of my family, all except my father, went east to join in this venture in Boston; and then nephews went, and then my brother went. I'm about the only one of the name that did not go into the wool business.

Nathan: When you say the wool business, does this mean buying raw wool?

Koshland: Buying raw wool, mixing it with different wools, grading it, cleaning it, and then selling it to the mills. My uncle achieved a friendship and a relationship with the American Woolen Mills, which was the big company then. That gave a great stimulus to the business.

We were one of the main suppliers of wool to the American Woolen Mills, and other mills, but mainly the American Woolen Company. As were others, there were plenty of other dealers like J. Koshland and Company in Boston. Boston became the wool center until, really, 1928, when the big crash of the stock market came. From that time on the wool business decentralized to some extent.

Nathan: Was J. Koshland and Company, then, supplying the government during the First World War?

Koshland: No. They supplied the mills. The mills made the cloth and supplied the government.

Nathan: How did J. Koshland become an expert in the whole process? I would imagine it would take a lot of expert knowledge.

Koshland: To know wools? Well, he and the brothers traveled. They traveled a great deal. My brother started his career by traveling to Montana, and Wyoming, and Oregon, and to a lesser extent in California, and bought wools. They could tell by the feel of a wool, what quality it was; they knew their trade. My father never went to Boston, in the business there, but stayed here. He didn't have the education that his other brothers did, but he knew wool because he was brought up in the actual handling of the commodity. They also handled hides for a while, but then they gave that up.

There was great change in the business, really, following World War One. All these wool dealers in New York and in Boston (I keep saying New York because Joseph Koshland moved to New York later), the wool dealers in Boston--there were a half a dozen big dealers, of which J. Koshland Company was one--made their money by

Koshland: buying wool, holding it, mixing it with other wools, and selling then to the big mills and making very good profits. It was a rising market and they were astute enough not to have big inventories if the market was a falling market.

But at the end of World War One a new breed came into existence. These were the men who bought and sold wool on a very narrow margin, didn't hold it long, and were willing to sell at a much lesser profit. This undermined the business of the more speculative big dealers, and eventually brought the end, really, to their business, because J. Koshland Company finally gave up. Some of the brothers moved back here. Joseph Koshland moved to New York. The business was liquidated, because it had been taken over by a new type, a new method.

Nathan: Was the new method more or less speculative than the old?

Koshland: Oh, it was much less speculative, because they bought one day and they sold the next day at a slight profit, which these big firms didn't do. They bought and mixed and held for the right time, or what they felt was the right time. Their relationship was with the mills, knowing what they wanted and what they needed. They held out for substantial profits.

The whole system was entirely different. This thing revolutionized the business and really ended the era of the speculative wool buyer.

GOING TO SCHOOL IN SAN FRANCISCO

- Nathan: Now, as you think back to grammar school, do you remember which school it was?
- Koshland: Pacific Heights Grammar School. There were some very fine teachers there.

Pacific Heights Grammar School

- Nathan: Do you remember any of them at all?
- Koshland: Oh, very well--I remember my grammar school teachers more than I remember my high school or college teachers. There was a wonderful woman named Michaelson, who was the sister of a distinguished writer, Miriam Michaelson. I'm trying to think what she wrote. I don't recall, but her sister was my eighth grade teacher.

There was a very famous Miss Zweibruck. And then there was a very adored Miss Morrison, who I don't think is alive any more, but who had flaming red hair and whom I adored, and who caught me cheating. I had my name put in the liars' book of Pacific Heights School. It was one of the low points of my life.

- Nathan: How old were you?
- Koshland: Ten, ten or eleven. But I adored her. This was a teacher with flaming red hair and with a flaming disposition. You can imagine a person

Koshland: like that: you hate 'em or you adore 'em.

Nathan: Yes. [Laughter]

Koshland: Most of the students really adored her. And sad to relate, after I left grammar school I never saw her again until she was an old lady. My mother introduced me to her at the Women's City Club in San Francisco. We had a great reunion, but she was no longer a woman with flaming red hair. I'm sure she's dead now.

Nathan: These people are very vivid in your mind.

Koshland: Oh, yes, she was very vivid. Of course, on the other side, the principal of the school was very vivid. Mrs. Stinson was the principal of the school. For generations she was famous because she told the pupils in her school what the parents should give her for Christmas every year.

Nathan: Oh, she did? [Laughter]

Koshland: Yes. No compunction about it.

Nathan: How did she do it?

Koshland: Why, she would call us into her office and say, "Now, Dan, I know that your parents are going to give me a Christmas present, so I would like a box of grapes, or some wool samples, or..." see, each one she would tell this.

Nathan: How did the parents take this?

Koshland: They didn't like it, they accepted it. The school had a motto--let's see, it was Pacific Heights School, P, H, S, S, H, P--"please help Stinson sell her prunes."

Nathan: Sell her prunes?

Koshland: Yes, her family had a prune orchard. She asked for presents, then she got the students to take home boxes of prunes that came from her family ranch. Imagine that. We accepted this, and

Koshland: didn't think too much of it. It was terrible, but it was a minor matter.

Nathan: Did your parents get to know your teachers at all?

Koshland: Only through visiting the teachers at school. In fact one of the bad moments of my life was in the eighth grade when my mother came and visited with the teacher. Then at the end of the interview, in front of a class of fifty students, she called out, "Danny, come up and kiss your mother good-by."

Nathan: Did she. [Laughter] Did you do it?

Koshland: I did, but I felt like falling through the floor, and I was miserable for days afterwards. I chided her, and it didn't bother her. These are sort of vivid little things that you can never forget. [Laughter] I was mortified. Oh! My great rival in marks in all that was Grace Dorey. Have you ever met her?

Nathan: No.

Koshland: She worked for many years at the English Speaking Union. Miss Grace Dorey.

Nathan: She was a good student too?

Koshland: Yes, yes. She and I always vied for the medal, whatever it was, that you could get when you graduate, in the graduating class. There are many of my classmates that I still see, one or two. The one I'm going to lunch with today is Charles St. Goar.

Nathan: He was a classmate?

Koshland: Yes. One day older than I am. My class all the way through. Stockbroker today. Never married. Very happy with life, even though he's engaged in the occupation of being a--what do you call them--customer's man.

- Nathan: When you think of yourself playing after school in the streets, were there mostly youngsters in your own class, your own grade that you played with, or was it more a neighborhood group?
- Koshland: I'd say a mixture, a mixture of both. There were always members of my class and neighborhood children.
- Nathan: As you think back over the crowd, was it a racial mixture at all, were there Oriental children too?
- Koshland: In grammar school there were Oriental students, and in those days they did not mix. Particularly the Japanese, who were always brilliant in classes, lived under a very stern family discipline, and did not mingle much. This was not racial segregation at that time, at that age, at grammar school age.
- Nathan: Were there any Negro children at all?
- Koshland: I couldn't be sure. There probably were very, very few. But in those days there was no such thing as racial clashes of any kind. We used to fight at recess. We had fights and all, but it had nothing to do with race, Oriental, or Negro.
- Nathan: Did you have equipment to play with, like baseball equipment, or footballs, or did you play things like kick the can?
- Koshland: We played mostly with balls, I think; they were not supplied by the school. Some of the students would bring them. Perhaps some of the rows were about a lost ball and that sort of thing, or who was to replace it. That kind of trivial thing. In those days recess was just a chance to get outdoors for fifteen minutes and play and then come back to class. And really the same thing in high school, I'd say.

Lowell High School Faculty

Nathan: Did you get involved in high school activities?

Koshland: Yes, in high school, somewhat, yes. The Lowell High faculty was a wonderful faculty when I went there. They included men like C.C. Young, who became governor of California. He was an English teacher. Archie Cloud became very noted in San Francisco school activities. Mrs. Cox, who was a great French and German teacher.

Math teachers by the name of Crittenden and Crofts. Crofts was a great teacher. I remember very vividly coming up to the blackboard to do a proposition in geometry, and I explained this to the class. After it was all through Mr. Crofts looked at me and said, "Well, thank you, Dan, that was just as clear as midnight." So I remember that. [Laughter] He was quite a character. He had sarcasm and, never in the classroom, but outside of the classroom, he could use words that now are common on the college campuses but weren't then.

Nathan: How do you suppose Lowell got such a distinguished faculty?

Koshland: Well, I think that the temper of the time was that there should be a good academic high school, college preparatory, with emphasis only on the studies that we call the humanities today. There was no shop work. There were schools then-- Polytechnic was a very good school and so was Lick-Wilmerding.

They didn't concentrate as much as Lowell did on excellence in the languages and history and English and math. I think that students, those living today who went to Lowell about my time, are all very proud of their education at Lowell High School.

Nathan: Are there still reunions of Lowell High?

Koshland: There may be. There was a man who died some years ago, who never went to Lowell, but who had tremendous enthusiasm about Lowell and organized reunions. I remember one of the last reunions that he organized, where we met on the site of the old Lowell High School, which is now a Red Cross Building. Aurelia Reinhardt was our speaker. She'd gone to Lowell High School. A wonderful, wonderful person.

Nathan: When you were in high school, did you have a rival the way you did in grammar school? Was there a Grace Dorey? Was she in high school with you?

Koshland: No, I think she went to Girls' High. I wasn't number one or number two student, as I was at grammar school. I had plenty of company. Although I was always a good student, conscientious, never bright or brilliant, but I kept up my work. That'll carry on when I get to college.

I made Phi Beta Kappa, although many in my class were much--this is not false modesty--there were people who were much brighter and cleverer. But who fell behind, and I found out that steady, conscientious work pays off.

Nathan: Did your parents follow your school work closely?

Koshland: My mother did, yes. My father just assumed we'd manage, he really left that to her. Oh, yes, my mother followed it, and she was always pushing us, pushing her children to do better. She was very strong, had a strong personality--dominated the family, including my father. He more or less objected to almost every activity she went into, and then when it was successful he would boast to all his friends of what she did.

Nathan: That sounds delightful. [Laughter] Maybe hard to live with.

THE UNIVERSITY OF CALIFORNIA AT BERKELEY

- Nathan: Shall we go on to the University years?
- Koshland: I guess we can get to the University now. It's going to be a fairly colorful story. I went to the University for four years.
- Nathan: Why did you chose Cal?
- Koshland: Family. Everybody went there. I had uncles that had gone there, cousins that had gone there.
- Nathan: I remember Uncle Monte.
- Koshland: Uncle Monte, and my father's two younger brothers. We didn't get to them.
- Nathan: Let's not skip them.
- Koshland: Abraham Koshland and Jesse Koshland. Abraham Koshland went to Harvard. Jesse Koshland, who died last year, went to Berkeley. Then my first cousins Stanley and Edgar Sinsheimer. Then Walter Haas and Edgar Sinsheimer went to Berkeley. We all went to Berkeley, until one of my brother's children, Susan Thede, rebelled.
- Nathan: Did she? [Laughter]
- Koshland: She decided it's about time for somebody to do something different.
- Nathan: And where did she decide she had to go?
- Koshland: She went to Stanford.
- Nathan: Oh, that was a blow.
- Koshland: That was a blow, and it was a blow to her, because the four years she was at Stanford they

Koshland: never won the Big Game.

Nathan: [Laughter] My heart goes out to her.

Koshland: Things have changed since then.

Nathan: Oh, very much so, Your family's house, then was in San Francisco, of course. Did you live at home?

Koshland: No, I lived in a boarding house in Berkeley for four years, with the same two other fellows, both of whom are dead. One was Joe Ehrman, Jr.

Nathan: Oh, is he the one who went traveling with you?

Koshland: Yes. His mother was a friend of my family. His wife became the wife of Rabbi Irving Reichert later on, yes. She was from Portland, too.

Nathan: There really are a lot of Portland girls who married in San Francisco.

Koshland: Yes, there were a lot of them.

Nathan: Who was the other one besides Joe Ehrman, Jr.?

Koshland: Edgar Schwabacher. The three of us lived together quite harmoniously for four years. We did not enter into the social life at all at the University of California.

My class from Lowell had very few girls in it who went to Berkeley, so I never went to dances or anything like that over there. I came back.

Nathan: You came back to San Francisco for parties?

Koshland: Yes, and I'm very sorry. As I look back on it, it was a mistake. I came home every weekend. I was a follower of spectator sports, that sort of thing.

Nathan: Who was president of the University when you were there?

Koshland: Benjamin Ide Wheeler.

Nathan: Do you have recollections of him?

Koshland: Of seeing him, yes, and hearing him, but never meeting him.

Actually I had a very colorless life at Berkeley until my senior year, when I met Carl Parker.

Nathan: Carleton Parker?

Koshland: If I'd have had a little more gumption I'd have quit the University. But I did well in my studies.

Nathan: You were elected to Phi Beta Kappa; you must have done pretty well scholastically.

Koshland: I think I mentioned once before to you, there were many people in my class that were much brighter. But I was just a plodder, and my mother did every once in a while say to me, "Oh, I want you to be a Phi Beta Kappa."

Well, in those days it was considered actually a sort of a disgrace--Phi Beta Kappa, the grind. And I really didn't think of it. The culmination of that was one day when I came to my boarding house in my senior year and I found a note saying, "I have the honor to inform you you've been elected to Phi Beta Kappa." My first impulse was to throw it into the wastepaper basket, think it was a hoax by some of my college friends. Then after thinking about it I realized it was real.

Nathan: [Laughter] Modesty can do no more.

Koshland: Of course, for my mother, this was getting the Nobel Prize, practically. She was so excited and pleased about it. But not me, I was almost ashamed. Me, I was just a student, "stude" as we called it.

Koshland: I was initiated, and so was Leo Rabinowitz at the same time. I always remind him of the fact that it was the first time that either of us had ever worn a tuxedo and I had to spend half an evening tying his tie. He couldn't tie a tuxedo tie. Then you know the Rabinowitizes became Phi Beta Kappas, one more brilliant than the other.

But the important thing in my college career was Carl Parker.

Carleton Parker

Nathan: Tell me about him.

Koshland: Carl Parker came as a teacher in the Commerce Department. He and his wife came to the University of California from Heidelberg. She was a Berkeley girl. I don't know where Carl was born. She was from the Stratton family. There was a Professor Stratton over there, her uncle I believe.

The Parkers came, and this was a fresh breeze. A little group of students got to know him and got to adore him. That was the first I ever thought of going to a professor's house. We used to go to his house. His lectures were so intriguing and exciting that we'd take up some phase that was suggested in his lectures, then we'd spend nights at the library, which none of us had ever done before. There was a whole group. He was not organized, he talked about everything in the world outside of economics.

And his wife was a wonderful woman. She's alive today. I'm still in touch with her. She's in her eighties. There's an interesting story there. Mrs. Parker still loves to tell the story.

Koshland: We were all so crazy about him--not only my brother Robert and I, but everybody else. We finally got up the nerve to ask them to our house to dinner. Our parents had heard so much about the Parkers that they were interested, so we invited them to dinner. They didn't know anything about us--that we lived in a palace you see. Of course, we didn't dress the way they do today, but we wore corduroy pants and had a sloppy manner of dressing. So they tell the story--they were a poor college professor's family living on not a very big salary, and they had a great discussion on what they would wear. They thought they probably didn't want to be too dressed up, so they put on their oldest clothes. Then when they finally arrived at this house, finally saw this big marble palace... [Laughter] But from there on they became very good friends of my parents, too.

Typical of Carl Parker, he knew (my brother and I were both in his class at one time) that our father was in the wool business. He talked about various phases of business, and at least twice that I can remember he talked about fibers, especially cotton. Most clothing, overalls and all that were made of cotton, which was, of course, a great deal cheaper than wool.

He would love to bring out the fact that some day in the not too distant future they would discover a method of putting a curl into the cotton fiber, because the wool fiber curls and therefore holds heat, which cotton doesn't. "And when they find that, how to put the curl in the cotton fiber, then all these people that are depending on wool will have a hard time making a living." Or words to that effect. You know, he'd glance and smile at the Koshlands whom he knew came from a wool family. [Laughter] He was a delightful person, and he had very liberal views.

Actually, when they lived in Berkeley, coming from Heidelberg, they had a little house. Their children ran around naked, little boys and the little girl, and their neighborhood was up in arms about this.

Some Faculty Members and Students

Nathan: This was probably north Berkeley somewhere.

Koshland: Yes. This was north Berkeley. Four and five year-old children running around naked; and in other ways he shocked the staid faculty of the University.

They were staid, when I think of them. They became famous on their own--one of the economics faculty went to the Federal Reserve Board, Professor Adolph C. Miller. And then there was Carl Copping Plehn. Have you ever heard of him?

Nathan: Oh, certainly!

Koshland: Henry Rand Hatfield, Wesley Clair Mitchell. Stuart Daggett, Transportation. I studied under all of them. They were all of them more or less pretty dull, although we learned, we learned in that particular field. By my own recollection--I've always been disappointed in myself that I didn't take courses from more of them--there were great men. There was Henry Morse Stephens. I did take one course from Charles Mills Gailley.

But my advisors, including my own cousins, told me to stick to economics courses: I was going to be a businessman. So I missed great opportunities to study at the feet of wonderful men.

Nathan: This seems still to be happening today. Students are so involved in their majors that they have trouble branching out.

Koshland: Oh, yes. They've become even more specialists nowadays. There were great men on this faculty at Berkeley in my day, but I didn't choose to study with them. Then along came Parker.

Nathan: Well, you are lucky if you meet even one in your college career.

Koshland: That's what I say. It had such an effect on me that I tell my grandchildren today that the most important thing in college is meeting one inspiring teacher. I told that to Ellen Koshland, who went to Pomona. She has two or three that just thrill her.

I've told the others that too. I don't care what the subject is, just a teacher that excites you. And he did this. There are many successful men today, they're all now of retirement age, who owe a great deal--and I'm sure would say so--to Carl Parker.

After I left college, 1913, then I traveled. World War One--we haven't quite got to it yet, but World War One broke out. I was finishing telling you about Parker.

Nathan: Did he stay at Cal for a while?

Koshland: He stayed a little bit afterward, but then when World War One broke out the Allies needed spruce. They made planes out of spruce at the time, and the spruce was to be found in the forests of the northwest, Oregon and Washington. The workers in those forests were the Industrial Workers of the World, IWW.

I should say that before that, Carl Parker became a mediator in a strike in a place called Hopland up here. That made him notorious to what was then the establishment, but he settled this strike, and there was bloodshed among the hop workers. The industry hardly exists anymore.

When the Allies were in such great need of spruce for their planes, they had difficulty in getting it because the Industrial Workers of the World, who provided the manpower for those forests, were anti-war, and anti that war. There was really almost stoppage of work in those forests. So as a result of the Hopland and other activities of his, the government sent Carl

Koshland: Parker up to the spruce forests. He understood these people, knew how to talk to them, and convinced them that this was a world crisis for democracy, and he switched them around so they did work.

While working with them in the forests in the northwest, he contracted pneumonia and died. By that time I was in the army, in Governor's Island in New York--that's the only time I can think of--when I heard that, I sobbed, cried all night, the whole night. The one, I would say, inconsolable grief in my life at that time.

Nathan: He was still a relatively young man, wasn't he?

Koshland: Yes. He was in his late thirties or early forties. Do you want to go on with that story, about the Parkers?

Nathan: Yes. Talk about them some more.

Koshland: Well, he died, and he left a wife with three children, and not one cent.

Nathan: No. He would have had only his salary, I'm sure.

Koshland: That's right. They had made many friends, people who had liberal ideas, and one of them was Mr. Max Rosenberg, of Rosenberg Brothers, the dried fruit people. Max Rosenberg was one of several brothers, but he was a bachelor. He had become very attached to the Parkers, as I say, many people did.

I don't know just exactly what he did, or the exact timing of this, but Cornelia Parker wrote her memoirs, because her children were very small when Carl Parker died and she wanted them to know about their father. She wrote these memoirs, or notes, for her children. Somehow or other these came before Max Rosenberg. And he was so entranced by what he read that he urged her to write a book, and she wrote this book, An American Idyll.

- Koshland: This book, which today I am sure would be considered corny, told of their life together and the life in Heidelberg and all that. This book just took on like wildfire, the story of this young college professor and his wife. It became an international success.
- Nathan: A real best seller.
- Koshland: I don't know if they talked about best sellers then, but this was a best seller, and the royalties on this book gave her a living. She moved to New York with her three children.
- Nathan: In addition to Carleton Parker, were there any other professors who influenced you or whom you remember with any particular delight?
- Koshland: No. I remember them for their characteristics, their teaching, but none that had any marked influence on me.
- Nathan: You were saying that there were several of you who were in Professor Parker's class. Who were some of the other students?
- Koshland: Claire Torrey, lives in New York; Henry Breck, just retired; John Simpson, up here with Bechtel, retired; Dorsey Stephens. I don't think Sproul was one of them, Bob Sproul. They're all retired or dead or something.
- Nathan: But they all went pretty much into business or industry, commerce of some sort?
- Koshland: Yep. Quite a lot of them went into some kind of industrial or business pursuit.
- Nathan: Do you recall what issues were being discussed on campus, what the students were arguing about, if they did argue? Did they talk about the world war coming along?
- Koshland: No, no, they did not discuss it. The only form of liberal movement, you might say, in any way, was the subscribing to radical papers, like the New Masses. There was no organized, or

Koshland: unorganized, interest in the outside world, outside of the University. About as different from today as could be. Carl Parker was interested in some things that were happening outside the University, labor-management relations. He interested us, I think, in the things going on in the state with the IWW. There was no interest in the Charter Day speakers that came out here. We'd get excited only if Theodore Roosevelt came out, the ex-president.

Nathan: Did you hear him?

Koshland: Yes, sure, in the Greek Theatre. But nobody was protesting anything. Theodore Roosevelt's intervention in the Panama situation led to the uprising there, the acquisition there of the Panama Canal.

AFTER COLLEGE: JOBS AND TRAVEL

- Nathan: I'd like to go back to the time when you had just gotten out of college.
- Koshland: After I got out of college, I worked for the summer at the Bank of California, in San Francisco. I was the lowest man in the organization. I cleaned the cuspidors of the offices. I sealed the letters. I took the mail to the Ferry Building every day, when everybody else had gone. This I did for three months. Then I left to go on an around-the-world trip with my mother and my sister. I think I mentioned that before.
- Nathan: Just briefly.
- Koshland: We went to the Orient, Japan, China.
- Nathan: You did get into China?
- Koshland: Yes, but only along the coastal areas, because there was a revolution on. So we did not get into the interior. We went to Peking, Canton, Shanghai, saw the Chinese Wall, and the Ming tombs, but we could not go to Hankow, or any of the cities that weren't close to the coast.
- Nathan: Did you see refugees from the revolution when you were in these coastal areas?
- Koshland: No, we didn't. We were just tourists on a pleasure trip. We did get a chance to see the Japanese people and the Chinese people and the Indonesians too. Indonesia at that time was under the control of the Dutch. There were many English people also. There was quite an interesting contrast between the Englishman as we think of him today, phlegmatic--no that's not the right word. They understood the people

Koshland: that they were ruling or dealt with, whereas the Dutch ruled with an iron hand in Indonesia. It was quite apparent that they were feared and hated by the natives.

I guess I'm thinking more of the English in India; because then we went to India. And there the English ruled with a dignity that was recognized by the natives there. There was no talk then of independence in India, or even in Java.

One interesting item in the trip was that in traveling we met a group of Australian engineers who were on their way to Europe to do engineering work. I formed fast friendships with one or two of these Australians. They stayed on and joined the British army when the war broke out in 1914. I had some correspondence with these Australian friends, who were very enthusiastic about the United States, and who were not enthusiastic about their mother country of England.

But when the war broke out, the mother country needed them and they responded and fought during the war. Most of the ones I knew fought at Gallipoli, that terrible, disastrous campaign there which Winston Churchill headed. He was First Lord of the Admiralty, I think, then.

This trip ended for me when we got to Europe. I should mention that we visited Palestine. I'm not sure that I'm not repeating myself.

Nathan: All that you said about Palestine was that there were two camps, one the French who advocated Hebrew, and the other the Germans who wanted the German language.

Koshland: Yes. And I said when I thought of it later, this was a forerunner of the outbreak of the war. Well, anyway, I left my family who were in France, and I went to work in a German bank in Berlin, in a branch bank.

The Darmstadter Bank and German Sympathies

Nathan: What was the name of the bank?

Koshland: Darmstadter Bank. This was the beginning of my banking career. I was going to stay there six months, go six months to France, then six months to England. But during this first six months, World War One broke out.

Nathan: And you were in Germany then?

Koshland: I was in Berlin. I had a great experience there. When the war broke out, I left the bank. There was nothing to do. The bank merely had deposits and withdrawals. I saw Germany go to war, and became a great adherent of the German cause.

In those days there was no such word as propaganda. All I did was read German newspapers, meet German people, and was transfixed by the efficiency with which they went to war, and even inquired as to whether I could join the German army, which had to fight, to preserve themselves from being crushed by this unholy alliance, Britain and Russia and France. But I was not accepted.

In my youthful enthusiasm, I forgot to think. I accepted everything I heard about these powers running to crush this wonderful country where culture and knowledge were worshipped more than anything else. I gloried in the early victories of the Germans then.

My grandmother was in the interior of Germany.

Nathan: What was her name?

Koshland: Rebecca Schweitzer. She was taking a cure. My mother and sister, who in the meantime had been



Koshland: joined by my brother and my father, were in France. They succumbed to the same propaganda, quotations marks, I mean different propaganda--so that when we finally met in London, we could hardly speak to each other.

I left Germany on the last special train that took Americans out of the country. On the train I met an old man who was leaving one of these cure resorts, an American who was with his wife and a German nurse. When we got to the Dutch border, the nurse had to leave. This man had had a stroke, and so I assisted him and his wife getting onto the boat that was taking us from Rotterdam to London. It was an interesting experience in the sense that this man whom I sat next to in the train, who I thought was on the point of death, and couldn't move--all of a sudden I heard him say, "Well, Phi Beta Kappa." I was wearing the key then. He saw this and that led to a conversation. That was the only time I wore the key, ever. I sort of acted as a nurse for a day or two until we got to London. I've never heard from him since.

He was, as I was, very pro-German. As we got to England we found out we had to keep pretty quiet because we were gloating. This was the time when the Germans were very close to Paris. They'd only had successes up to then.

To me it was a great contrast, leaving this authoritarian country and arriving in England where they had billboards urging people to join the army. I was scornful of this method of waging a war. Actually. Not long thereafter we left England by ship and came back to the United States. I was still very pro-German, until the sinking of the Lusitania, in 1915. Then I couldn't apologize for them anymore, and within a year I was in the army fighting the Germans.

Nathan: You really experienced the whole gamut of opinion, didn't you?

Koshland: That's right. I kept a diary when I was in Germany.

Nathan: Do you have it still?

Koshland: Yes. When I want to laugh, I just have to read it. How juvenile I was at the time. I wrote long letters to friends here. The old German-American leaders of the community here, the Hellmans, and my future father-in-law, Abraham Haas, thought they were the most wonderful letters because they expressed their feelings for the homeland.

From the time the Lusitania was sunk my sympathies veered rather quickly to the allied cause. I was glad to join up when we got involved in the war.

Nathan: When you were in Germany, did you see the Kaiser, or hear him?

Koshland: Yes. I was there when the war broke. And before that, one day I was in the Dannsee, which is a resort there, with some of my German friends, and all of a sudden a German soldier came along and pushed me back because the Kaiser was there taking a walk, and he passed right by me. Very impressive looking Prussian, as he was.

I next saw him the night before war was declared by the Germans on Belgium. I thought this was a great man, terribly concerned, even though he was waving to the crowds, and that he didn't want war. That was the second time. I saw his wife in the shops in Berlin when I was there, and the idol of the people, his son the crown prince, who mingled with the people, roused their enthusiasm and excitement. That was it as far as the Kaiser was concerned.

The Chancellor then was a man by the name of Bethmann von Hollweg, who was a rather weak person. I think he tried to avert war but couldn't. My months in Berlin were extremely interesting for me because I did see many phases of German life.

Nathan: Did you go to the opera?

Koshland: Yes. And I had a few friends from here who were there as well as German friends. I remember that we went to nightclubs--not that we lived lavishly. I was living on an allowance, and, of course, the salary I got from the German bank ceased when I left.

But one of the impressions I had was the cruelty with which the Germans treated all the people that had to do with nightclubs. The Germans wanted Berlin to outdo Paris as being the great center of culture and art. I got to know the girls in the Tanzpalast. When the war broke out, they were treated as if they were prostitutes and they could not be allowed to work for the Red Cross or any organization like that. In other words, they were told to starve. Even though I was an enthusiastic pro-German this thing repelled me.

Nathan: Did you get around to any of the great universities, Heidelberg, or Munich?

Koshland: No.

Nathan: In the bank, were you a step up from your former employment?

Koshland: Well, I was a student, I was a student of banking there; I worked but I didn't learn very much in the short time I was there.

Nathan: The plan was for you to remain for a while in a German bank then in a French one and then an English bank. Was this the usual training for young bankers?

Koshland: Yes, it was. My mother had seen the rise of Eugene Meyer and she thought I would be another Eugene Meyer, who rose to the top, you know, as head of the Federal Reserve, and whom I knew later on.

New York and the Equitable Trust Co.

Nathan: Were you very much interested in banking at the time?

Koshland: No, I didn't know what I wanted to do. My mother--she was a strong person, I think I've said this before--thought I would be a banker or go into the diplomatic service. All this was interrupted by the outbreak of war.

We left England a month or so after I got there. Then I stopped off in New York and I got a job in the Equitable Trust Company, which doesn't exist any more. It was merged later into what is now the Chase National Bank.

Nathan: How did you happen to go to Equitable? Did you know people in it?

Koshland: A friend in New York got me the job there. I was the second man in the foreign department there. This department grew like Topsy because the United States was helping the Allies by sending arms, ammunition, forces, to Europe. All the financial things went through the banks. My boss at the bank, who was Canadian, was an extremely brilliant person.

Nathan: Who was he?

Koshland: His name was Georges LeBlanc. He was one of the first big traders in foreign exchange in New York. So, I had the experience of growing up with a brand new department that made more money than all the rest of the bank put together because of these transactions that were financed for the Allies.

I remained there until I left New York to go into the training camp.

Nathan: It must've been very interesting to be at the

Nathan: point where all of this financial development was taking place.

Koshland: Yes, yes, it was. My uncle, who later became my father-in-law, Abraham Haas, came to New York and just couldn't believe it when he saw me handling checks for millions of dollars. He was astonished to see poor little me handling these big amounts. These ordinary, or extraordinary transactions, instead of being for a few thousand dollars were in millions. So I had, really, a very interesting experience there.

My first promotion came about because very soon after I was in the bank an old army officer, who was the vice-president of the bank, had to sign some drafts that I had written out. He sent for me and told me that I had the worst handwriting that he had ever seen and gave orders that I should never make out another draft, [laughter] because of my handwriting. Whereupon I was promoted.

Nathan: So you had a secretary to write the drafts for you. [Laughter]

Koshland: I didn't have any secretary. I was paid \$25 a month by this bank. I started in November. And near the end of June I was called down to one of the other vice-president's desks, told that they gave raises only once a year, at the end of the year, but that I would be an exception because I had worked so hard--I worked every night. This vice-president made this big speech about how hard I'd worked and they were going to make an exception in my case. And the end of the speech was that I was going to be raised from \$25 a month to \$35 a month.

When I left the bank that night, I walked on the Brooklyn Bridge contemplating jumping over into the waters and ending it all. I was pretty mad, and I told one or two of my friends about it.

They encouraged me to not take this lying down. So I did go back a day or two later and

Koshland: spoke to my boss and said that I felt that this was very unjust. All I asked was the ordinary pay like anybody else was getting for working the way I was working. The result of that was that I was raised to \$125 a month.

Nathan: Had they started you at \$25 because in theory you were learning?

Koshland: Yes. They didn't need anybody. They'd given me the job more or less as a favor to somebody. So that was my first big raise, from \$35 a month to \$125 a month.

Nathan: Even in those days you couldn't live on \$35 a month, could you?

Koshland: Of course not, no. Well, I lived very modestly. I lived in a boarding house on the Hudson River, Riverside Drive. And that's the last time I ever had a good cup of coffee.

An old Irish woman ran this boarding house and she made this coffee that she threw everything into. I've reminded people ever since that although I drink coffee--Mrs. O'Rourke made the best, and only good coffee that I ever drank.

Nathan: [Laughter] Maybe because you were so hungry in those days.

Koshland: Yes.

Nathan: Did your experience in the Equitable Trust bank, in the foreign department, help you subsequently in your business connections?

Koshland: Oh, yes. Because then I went into the army and when the army was over, I was asked to join a banking house, Lazard Frères, in 1919.

Nathan: Is that in New York?

Koshland: Yes. And I went there with the definite intention, again, of forging ahead. In fact, my family knew the partners there who all had, in this French banking house, German names.

Koshland: Greenebaum, Baerwald, Altschul, Blumenthal. This was a great banking house, Lazard Frères, related to Lazard Brothers in London and in connection with the Fleishhacker family here, who were the heads of the Anglo-California banks.

So, I was a trainee who was expected to become a partner in due time, they were looking for young men. And I thought I enjoyed the work.

Herbert Lehman

Nathan: We had talked a little too briefly, perhaps, about your life in New York. Do you remember meeting Herbert Lehman? Was he someone you met in New York?

Koshland: Yes, I met him in New York, in my first couple of years in New York when I worked for the Equitable Trust Company. I worked very long hours, and I worked every night. This was during the war-- World War One--before I was in the army, before the United States was embroiled. So I worked long hours and I never had any opportunity, really, to get into social work.

But, sometime in there, towards the end of this first period of banking in New York, I met Herbert Lehman. I knew the family, somewhat. They were related to the Hellman family out here. It was sort of a natural meeting, and he interested me in social work. He was the first person, really, that I had met who was in active social work.

From social work he went into politics largely because of Al Smith. Al Smith evidently appealed to him and he became a great admirer and co-worker with Al Smith. If you remember, he was one of his great supporters in the election

Koshland: campaign when Smith ran for President, and was defeated by Herbert Hoover. Then Lehman got into New York state politics in a bigger way and also became friendly with Franklin D. Roosevelt.

Of course, he was put in quite a spot at the time of the convention before the 1932 campaign because Al Smith split with Roosevelt. Mr. Lehman had to choose between them, and he chose Roosevelt, because he was lieutenant-governor when Roosevelt was governor of New York. I guess this was all before your time, actually. But Smith became quite conservative. Roosevelt and he split on policies, anyway. I don't know about personally.

So Herbert Lehman had a choice to make and he stood by Roosevelt. Of course, when Roosevelt was elected President, Herbert Lehman became governor of New York and served, I think, two or three terms.

Then, after one defeat, I think, in a try for the Senate, he was elected to the United States Senate. Then he stayed there at least one term beyond his regular term, because Mr. Roosevelt's administration wanted him, as a source of strength. I think he served two full terms as governor of New York, and two as United States senator. Then he finally decided not to run for the Senate for a third term, I guess.

But this was one really great man, Herbert Lehman. He had humility and intelligence, and his character just shone through. He was not a very good-looking man, but a very extraordinary man that appealed to the people. His immediate family, by and large, the Lehman banking people in New York, were not supporters of his.

Nathan: He was really in the progressive or liberal wing, wasn't he?

Koshland: That's right. And they weren't.

Nathan: How did he get interested in the general social

Nathan: work field? Do you know about that?

Koshland: No, I don't. Well, I think, it probably came about the way it did to many of us. His family had the banking business. Before they were bankers they were cotton merchants. They came from the South, I think, to New York. I think he was probably interested through religious associations, temple or other Jewish activities. I'm sure he was in on the early formation of any Jewish organization such as what is today the Federation, the Family Service Agency, that type of thing.

Al Smith

Nathan: He must have known many other important people.

Koshland: I imagine it was through social service that Lehman probably met Al Smith for the first time. Of course, Al Smith was a man of the people, too, so they were naturals to become friends.

Nathan: Yes. And this Catholic-Jewish alliance is not unknown.

Koshland: Sure! We traveled on a train once and Al Smith had the next compartment. I took my little girl, Sissy, in, busted in on him. She wanted to see this famous man, I remember, oh, she was so excited. She was about three or four years old, I guess.

Nathan: What was Al Smith like, personally?

Koshland: He was a gruff, kindly person who did not speak the King's English and who was known for his New York Brooklynese accent. But this man knew the Constitution of the State of New York upside down and when he was questioned in political

Koshland: campaigns he was able to say, "Well, now if you look up the Constitution of the state, page 3, section 240, you'll find that what I'm saying is right and you're wrong." He did this time and again.

He was an extraordinary man of that type. He was not suave or smooth at all, but he was likeable to friend and foe alike. And you see, he challenged the Hearst machine. William Randolph Hearst wanted to be governor of New York. I think that Al Smith felt that it would have been a great menace to have Hearst in. Although I never got to know him, I admired him, and I worked for his campaign one time, worked hard.

Nathan: For Smith's?

Koshland: Yes. For Smith the man. I didn't have any party affiliation particularly.

Introduction to Social Work

Nathan: Talking again about the area of social work and Herbert Lehman, how did he get you interested?

Koshland: I think he was probably the originator of the idea of businessmen going into social work, and he formed a business division of the Federation.

Nathan: That's the Federation of Jewish Charities?

Koshland: Yes. I know he picked a number of young men, of whom I was one, whom he asked to put in a little time in the fund raising. Then we were on committees. We were rather young to be board members. Nowadays, you know, you have members of the board who are relatively young people. At that time you had to be somewhat mature to

Koshland: become a board member of the Federation or of the agencies.

Nathan: What sort of committees were you involved in?

Koshland: Mainly the committees involved with neighborhood centers, in those days called settlements.

Nathan: Oh! So you really were in the settlement houses.

Koshland: I worked in a settlement down on Henry Street.

Nathan: Was this the Henry Street Settlement?

Koshland: No, there was another one. It was called the University Settlement. There were a number of settlements.

Nathan: What did you do when you went down there?

Koshland: I headed boys' groups. Met maybe once a week, maybe oftener and guided them in English classes and literature and music. I really was a coordinator. These settlements all had a staff of what we today would call trained social workers, although, of course, the requirements for being a social worker in those days were not quite what they are today. But I found it very, very interesting. I think Herbert Lehman is responsible for that, too.

Nathan: From what national group were the boys?

Koshland: They were all Jewish, lower east side of New York, a group which now is gone. They were bright boys. Many of them became very successful later in life. Eddie Cantor was one of them. He wasn't in the organization I was connected with, but I used to hear about him and others that came up in the world. There were quite a number of them that became comedians, like Al Jolson.

That was my main activity. I also was drawn into Palestinian activities by Judge Brandeis.

Nathan: Did you know him?

Koshland: Yes, I met him. I went to meetings that he called to interest young Jewish men in the cause of Palestine.

Nathan: Was it called Zionism then?

Koshland: It might have been; I don't know, I can't say. But after all, this was way back before 1920, or maybe in the early twenties. I didn't respond with any great alacrity. This was pretty far removed from me, although I'd been to Palestine on my way around the world, on my trip that I described before.

I belonged to the Jewish Big Brothers in New York, which I never became enthusiastic about because, you know, in the big brothers you're assigned a little brother. I found out that most of the youngsters I was involved with were uninteresting. If you had a bad boy, you had something to work with.

When you have somebody just indifferent, it's pretty difficult to keep up your interest. You take him to a ball game, you take him to-- I guess the cinema in those days. But it took a little determination to keep up this work because the kids themselves were so uninterested, even though they were growing boys.

Montefiore Hospital and Occupational Therapy

Nathan: So I take it that of this group of your activities, the settlement house work seemed to be the most interesting.

Koshland: Yes, that was. That's about all I did in social work in the time I was there. I was married to Eleanor, as you know I went to work for an

Koshland: international banking house, Lazard Frères.

Then I was elected to the board of directors of Montefiore Hospital in New York and gave a lot of time there. That was my greatest interest, although I kept up with the Federation. That was an interesting episode because Jacob Schiff was the president of this hospital.

I was the youngest director, I guess, and I was assigned the job of working with a young woman they employed to develop an occupational therapy department. This was really the first one in the country that amounted to anything, in Montefiore Hospital, which is, as you know, still a great hospital.

It was interesting to watch these big businessmen at meetings. I didn't say very much because I was a young snip.

Nathan: What sort of occupational therapy was developed?

Koshland: Therapy that the doctors prescribed, knitting, basketweaving, machine work. All attuned in those days, primarily to the medical experience of the patients. Every six months or year we sold the things they made and the patients received some of the money. They weren't very pretentious articles. But that really was, I think, the real beginning of carefully prepared occupational therapy, which now most hospitals have.

Nathan: You'll have to explain this to me, because I don't know much about the hospital at all. Did it treat emotional illness, too?

Koshland: No. Montefiore Hospital is on the outskirts of New York. It was something like 216th Street. The big Jewish hospital in New York was Mount Sinai. It handled acute illnesses. Now, there are other Jewish hospitals.

Montefiore in those days was called the Montefiore Hospital for Chronic Diseases. It had

Koshland: a big pavilion devoted only to tuberculosis, which was a very virulent disease in those times. Now it's been conquered. I don't know if they have any facilities for TB nowadays. A good deal of pioneering work is done right there. Home care, which we have today, was initiated in Montefiore Hospital, long after I left. It's really been a beacon light in hospital development in the United States.

Nathan: How was it financed? Did it get public funds at all?

Koshland: Yes. It was financed from fees from patients, by the Federation of Jewish Charities, and by the City of New York, which pays hospitals per case for indigents it sends there. That system exists to this day: the hospitals are paid by the City of New York. Most of the hospitals of New York are of that type or they're connected with universities. They're connected with NYU, Cornell mostly.

Jewish Charities and the San Francisco Community Chest

Nathan: After you got back to San Francisco, did you do any settlement house work in San Francisco at all?

Koshland: No. When I came back here to live, we had a very fine head of our Jewish charities here. His name was Irving Lipsich. The move was underway in the early twenties to form a Community Chest. It was quite interesting because the Jewish agencies all had very high standards. There were the Jewish leaders here who were very doubtful about going into a Community Chest. because the non-Jewish agencies were of lower standards.

Koshland: Lipsich, to his great credit, fought for the formation of a Community Chest. The idea was that it would not result in the Jewish agencies lowering their standards, but it would result in other agencies raising their standards. It's exactly what happened.

The first president of the Community Chest, I think, was Judge M.C. Sloss. I was on the first board of directors.

Nathan: Just back one moment or two, to New York, did you meet Lillian Wald while you were there?

Koshland: No, no, I didn't.

Lewis Strauss

Nathan: You had mentioned Lewis Strauss. Is that how you pronounce his name?

Koshland: Lewis Straws, spelled "Strauss." He had been one of Herbert Hoover's right-hand men in Belgium. He was from Virginia. He became a young man in Kuhn, Loeb, and Company, one of the big banking houses. He was expected to go ahead in the world, and did. I was in a similar position at Lazard Frères and was expected to develop into a partner, and I didn't! I was there about three years, at Lazard Frères, and he and I became friends. He was a very attractive young man: tall, slim, had a little southern accent, Virginia accent. He was active in Jewish social work, too.

We became such good friends that he spent a summer with us, up in Irvington on the Hudson. We met a good deal downtown for lunch, but our paths parted after I left New York and I've never seen him since although I've talked to him once or twice on the telephone.

- Nathan: He was the one who went on to head the Atomic Energy Commission.
- Koshland: That's right. He came close to Eisenhower. He retained his Jewish connections. I think he is still probably a member of the board of Temple Emanu-El of New York.
- Nathan: I wanted also to ask you a bit more about Herbert Lehman. Did he belong to the Free Synagogue, as you did, or were his affiliations different?
- Koshland: I don't know. I imagine he belonged to Temple Emanu-El.
- Nathan: You mentioned some items about your young days in New York talking about the dating habits of the Germans, who had Dutch treat arrangements between the girls and young men.
- Koshland: This was in Berlin.

Dating in New York

- Nathan: When you came to New York, you found this wasn't so?
- Koshland: No, but I may have told you, I made friends with girls really before I knew boys, because of some family connections. I think I told you all the girls liked me because I took them out and I didn't take them in taxi cabs, I took them in streetcars. [Laughter] It was mainly through girls that I first met men who became my very close friends. My closest friend in the world is General Greenebaum, who's still alive.
- Nathan: Is he a general?
- Koshland: Yup. He was a general in World War II. He was

Koshland: a lawyer. He wrote a very interesting book called A Lawyer's Job which has recently been published. It is fascinating to me because I grew up with him and knew many of the people that he knew and many of the cases he was involved in, famous cases.

The governor of the Stock Exchange, Whitney, went to jail for tax evasion. Then there was the famous Kreuger and Toll scandal. You know, he was the attorney in that case. He's been in a great many famous court procedures and also has been working all his life for legal reform. You know, New York has a different legal system than ours. Some of their courts are so much more cluttered up than ours. This is a great person. You ought to put him on your list over there at the Oral History Office--even though he has no close connection in California.

Nathan: He sounds like a fascinating man.

Koshland: He is!

Dancing Class

Nathan: There were two other little things about your life in New York. One was riding a horse in Central Park and the other was dancing class. [Laughter] Did those notes remind you of anything?

Koshland: These are two very funny stories. Well, we get to the dancing class. I belonged to a dancing class, which included a young woman named Lucile Wolf, who was the beauty of her day, and her friends. This dancing class consisted of young people her age.

The class was held at the home of a girl named Lauer, Marie Lauer. She's been dead many

Koshland: years. The address was 112 East 72nd Street. On the appointed night I went over to 112 West 72nd Street and discovered a canopy up there. It was a rainy night and there was a canopy. It struck me a little queer that for a little dancing class that they would put up a canopy, but I went up to the door and the butler let me in.

That was a little strange, but these were all fairly prominent families. So I went in and I looked into the living room, where there were bejeweled people in conversation. I didn't see anybody I knew at all. I said to one of the guests, "Where are the young people?" She looked at me sort of incredulously and so I assumed then that the young people must be upstairs.

I went out and started up the stairs and as I got to the top of the stairs the maid came out and jumped on me, assuming I was a burglar.

At that moment it dawned on me I was in the wrong house. It was just coincidence, west and east. There was nothing to do for it but go down. I walked into the living room and the hostess greeted me and I had to get out of that house some way, saying I was in the wrong place. [Laughter]

The interesting thing about it was that a year later I met this hostess someplace else. She'd forgotten the incident, but believe me, I hadn't. It took a few years out of my life. It was just a funny coincidence that on a certain night in a certain year you had these two affairs at 112 West and East 72nd Street.

Nathan: How very funny. Did you dress up for the dancing class?

Koshland: Yes.

Nathan: What did you wear, white tie?

Koshland: Not a white tie, tuxedo, I think.

A Horseback Ride in Central Park

Nathan: And how did the horseback riding go?

Koshland: Then the other story. This is before I was married. Both these were before I was married. In those days we worked five and a half days. In banking you worked Saturdays 'til one o'clock. I met a girl and she was quite a horseback rider, so she induced me to go riding with her Saturday afternoons. You see, I was just a bank clerk. I was not getting a large salary, probably \$140 or \$150 a month, so this was quite an expensive thing to take this girl out. She had her own horse.

This one afternoon I rushed away from the bank at one o'clock and I went up to the stable, and the stable didn't have a horse for me. All their horses were out. I said, "I have to have a horse. This girl is coming by in the street from her stable in ten minutes or so, and I just have to have a horse."

So they said, "Well, all right, we have a private horse here. We're breaking rules, but we'll let you ride him. We know you ride all right." (Which I didn't) But they brought this horse out and when I got on him I knew that I was in trouble. The horse just didn't stand still, he was jumpy and fidgety. But anyway I managed to get on him, managed to get out of the stable, the girl came along and we went to Central Park. I was in agony because this horse was breaking away and it took all my strength to hold him in. We rode along for a little while and all of a sudden my horse broke away, ran away with me.

There was a big reservoir in the middle of Central Park. We went around the reservoir--I did--and finally came to a circle. The horse in the meantime had gone into a trough right along the thing. This was a wild ride. I mean when a horse goes that fast, you just sit in the seat. We got to the circle and there were a whole

Koshland: bunch of horsemen and horsewomen who had met and were conversing, going in different directions, and I was going to hit them, there was no way out of it.

So I pulled the rein of my horse and the horse fell, and I fell, and the horse rolled over me twice. We ended up standing up, the horse and I. I was shattered, but the horse was in shreds, bleeding. The most awful looking thing you've ever seen. The first thing outside of the embarrassment of the whole thing--and finding myself alive--the first thing that hit me was that I, a bank clerk, getting \$140 a month, had taken out a private horse who was undoubtedly worth a fortune. How was I ever going to pay for this?

Well, the girl came along ten minutes later, because I was that far ahead of her, and said she'd get an ambulance for the horse. So pretty soon I was left in Central Park with this horse shivering, bleeding, paralyzed in certain parts. And I, who was a little injured, although there was nothing broken or anything, and pretty soon a crowd collected around me and a man came up to me and said, "Mister, I can see you don't know much about riding or horses. Don't let that horse stand. Keep moving him. He's going to drop dead if you don't keep moving him."

So I took the horse and moved him around a little clump of trees. Then another man came up and he said, "Mister, you don't know much about horses, do you?"

I said, "No."

He said, "Don't move that horse! If you do, he'll drop dead." [Laughter]

Soon thereafter a policeman came along and he said, "Mister, that horse is terribly injured. Don't you think I ought to shoot him, put him out of his agony?"

Koshland: Here I was thinking about this valuable horse. I said, "No, no, please don't."

So they all left. In the meantime the ambulance didn't arrive. And then the horse began to sag. I was afraid if the horse fell down he'd never get up again, so I leaned against the horse to hold him up. It was quite an experience. The ambulance finally did come. We had quite a time getting the horse in the ambulance, but we did.

I was taken back to the stable, just worried sick, as you can imagine. When we got there the manager of the stable came out--he'd heard about this--and met me and he said, "I'm so sorry. I hope this won't frighten you away from riding in the future."

I was so relieved I said, "Oh, no. Put me down for next Saturday."

Well, the horse did recover, but it was a very severe injury.

Nathan: Did you ever find out whose horse it was?

Koshland: No, I never did. The girl who I was riding with--she's dead now--was very fresh. She had a nickname, Hylers. Hylers was a candy store whose slogan was "Candy fresh every hour." [Laughter] She told this story all over New York, about this poor westerner who didn't know how to ride a horse.

Nathan: I think she should have felt a little bit guilty.

Koshland: Not a bit! It was a good story for her to tell, a man from the wild wild west who couldn't ride a horse, even. But it was an experience. Are we through with New York?

Nathan: I think so.

Koshland: Let's move to the wild west.

Nathan: The picture of you and the horse leaning against each other is unbelievable.

Koshland: I've never forgotten. These two stories I never would have thought of if I were writing a biography. But talking to you it comes back.

Nathan: It gives a certain picture of the life of the times.

Koshland: Yes.

Nathan: That a girl living in the city would have her own horse in her own stable at home and that she would ride it across the street to meet you in the Park couldn't be more different from the city way of life now.

Koshland: It was an entirely different time. This was an expensive thing for me, to pay about \$3 for a horse for half a day, you know. That out of your \$140 salary.

Nathan: You were a very devoted escort to do that.

Koshland: I went out more on dates with another girl--we talked about politics and the general customs and manners of the times.

Nathan: You apparently had a rather jolly time.

Koshland: Yes, oh yes.

THE WORLD WAR I YEARS

Nathan: Before you got into the army, did you take reserve officers training on the campus as a student?

Koshland: I was an ROTC student for the first two years. It was compulsory for two years, yes. A minority went on with it after two years, but I didn't.

It was very few years from then 1913 'til 1916, when many of us went to officers training camp for our United States participation in World War I.

Plattsburg, New York and the Presidio of San Francisco

Nathan: Is that what happened to you? Did you go to officers training camp in 1916?

Koshland: Yes. I was in New York. I went to Plattsburg. That was voluntary. It was before we were actually in World War I. We entered in April, 1917. Then I left my job, which was with the Equitable Trust Company of New York, and came out here to go into camp at the Presidio for officer training.

Nathan: So you were at the Presidio of San Francisco for a term, and then you went to Plattsburg?

Koshland: No. Plattsburg before. Plattsburg was in 1916,

Koshland: I think, and the Presidio in 1917.

Nathan: What branch were you trained in?

Koshland: I was trained in the artillery, but I received my commission in the quartermaster corps. The reason for that being that they didn't have many horses out at the Presidio, so they got some old fire horses. One day I was riding one of these horses and I could not make my horse keep up with the horse in front of him. The captain had me dismounted for bad equestrian performance, with the result that I did not get the commission in the artillery that I sought. Instead I did get one in the quartermaster corps, which led to my being assigned to a training batallion, and I went to Florida.

I had an interesting experience there in the sense that when I received my assignment to go to Florida they took us from Tacoma, Washington and transported us all the way to Jacksonville, Florida.

Nathan: Was that by train?

Koshland: Yes. Previous to that I did have an interesting experience at the camp. I was put in charge of a trainload of draftees, Negroes, to take them to Camp Upton, in New York, which is now the site of the Atomic Energy Commission installation at Brookhaven. I visited again some years later, when Daniel, Jr., was working there. But I didn't recognize it any more.

It was an interesting thing in that I took these 300 Negroes east with me in a train. I had a white sergeant with me. I was a second lieutenant. These were all drafted men, who didn't know anything about the war. They left here not knowing where they were going, pretty scared. On the train, I remember I posted guards at each platform in order to prevent desertions, but I found out after a day or two that this wouldn't prevent desertions. They could jump out of the window when the train slowed down or when it stopped. So I called off the guards.

Koshland: Instead I spent most of the day going through the three cars we had, counting the men to see if any were missing. My orders were to get those men to Camp Upton, alive and well.

We did stop for one day in St. Paul, Minnesota, and I took the chance. I let the men loose for a day and told them to show up at five o'clock, which was a wonderful chance for them to desert, but not one of them did. They all showed up. There also was quite a little crap shooting on the train while I was there. The conductor and the engineer, whatever money they had, they lost to these draftees.

Nathan: [Laughter] I'm glad the draftees won something.

Koshland: That's all they won. But it was quite an experience, and I got them there. An interesting commentary on the racial problem which I didn't realize existed then, was that I had to turn these men over to a black captain. We arrived at the camp at four o'clock in the morning. There were quarters there for me, a lieutenant, and I had a white sergeant who was in charge of food. I said to this black captain, "Yes, everything's all right for me. Where will the sergeant sleep?"

He said, "With the men."

And the sergeant didn't like that, being quartered with a few hundred black men. But there was no other choice.

Governor's Island

Nathan: So he had to accept that. Then, where did you go next?

Koshland: He had to accept that.

Koshland: That winter of 1917 was a terrible winter. After I spent a few months in Florida, I was assigned to Governor's Island in New York, and there I saw hundreds of thousands of men going out to Europe.

Nathan: Was that the embarkation point?

Koshland: Not Governor's Island, but New York. The boats all went past the Statue of Liberty and Governor's Island, and I was there.

We were a very unhappy group of officers there because we felt we were in the war, and we wanted to do our duty. I particularly felt that I should be sent overseas because at that time I spoke both French and German rather, or, fairly well. Better than the majority of American officers. But I was refused the transfer to the Intelligence Corps because of my name, a German name.

The result was that I stayed at Governor's Island for the duration--past the duration. So I saw many of the hundreds of thousands come back, but I never got any further than Governor's Island.

My fellow officers there were all second lieutenants like me. Sometime or other we were promoted to first lieutenants. In the meantime my younger brother became a captain, then a major, then a lieutenant-colonel.

Nathan: Curious how these things happen, isn't it?

Koshland: It means that he was a very different type. He was a good officer. He wanted in the worst way to go to Europe. (It didn't absolutely frustrate me that I didn't get to Europe.) But he was unhappy for years thereafter; what could he tell his grandchildren?

Nathan: [Laughter] Well, you could tell your grandchildren you did your duty as it was assigned. That was pretty good, it seems to me.

- Koshland: But that was our attitude, everybody wanted to go overseas. At that time we were fighting for democracy, you see.
- Nathan: Yes. And you didn't doubt that.
- Koshland: No. Never doubted it, thought that Mr. Wilson was a great man. I thought that for many years. He's been debunked a little bit since then.

Marriage to Eleanor Haas

- Nathan: Were you married at this time?
- Koshland: Then, near the end of the war, I was married in New York. I was married in 1918.
- Nathan: You were married when you were in the army, then?
- Koshland: I was not married when I was with the Equitable Trust Company. I came out here to go to officers training camp at the Presidio, and there I met, again, a cousin of mine who'd been a little girl when I left home, but now was grown. We fell in love. She went east to school after leaving Miss Burke's.
- Nathan: Where did she go to school when she went east?
- Koshland: She went to a school in Bronxville. This was really engineered so that she could be near me. She did this after I was sent to Florida. Subsequent to that, I was sent to Governor's Island in New York. Then we could meet, and then we decided to get married.
- Nathan: Were you first cousins?
- Koshland: Yup. We were first cousins. That gave me grave cause for concern.

Nathan: Although at that time it was done more, wasn't it?

Koshland: No, it wasn't done. It bothered me. My wife, Eleanor, was very young, she hadn't met other people. How much she was attracted to me by my uniform I don't know, but [laughter] ...

Nathan: There may have been something else, too.

Koshland: But, anyway, we finally disclosed this to the family, the determination to get married, which I was a little hesitant about, as I expected to go overseas at that time. We were married in 1918, really in spite of the fact that I was expecting to go overseas any day.

Nathan: That must've been a very anxious time.

Koshland: Yes. But we lived together, after marriage, lived in a little hotel in New York.

Nathan: So we have gotten you married to Eleanor Haas. And you met because you were cousins.

Koshland: That's right.

Nathan: Had her family the same sort of musical interests that your mother demonstrated?

Koshland: No.

Nathan: Did they have any particular interest that you knew of or remembered?

Koshland: No, but as I said before this was a very close family. The difference here--Eleanor had really grown from a little girl to a young woman of maturity, while I had been on this trip around the world with my mother, and my banking studies, so that when I saw her and returned here, she'd grown up and was a most attractive young woman. We were really secretly in love because we didn't dare tell the family. She was still a schoolgirl; she was seventeen years old, you see.

Koshland: She was very young, but quite mature. We finally told the family, told my mother-in-law, in February, on Washington's birthday in 1918. After some exchange of correspondence, it was decided we'd be married in September. I guess very much as today there was no effort made to prevent this.

My parents-in-law to be, I don't think they were crazy about the idea of first cousins getting married but they accepted it cheerfully. So we had our wedding in New York, where my fellow officers on Governor's Island were my ushers.

Rabbi Stephen Wise and the Free Synagogue

Nathan: Who married you? Was it someone in New York?

Koshland: Rabbi Stephen Wise.

Nathan: That was a famous name.

Koshland: Yes, it was.

Nathan: Had you known him?

Koshland: I didn't belong to any congregation. I went to the Free Synagogue. Used to meet in Carnegie Hall.

Nathan: The Free Synagogue, that's interesting.

Koshland: Yes. I was not a member of the Free Synagogue, however.

Nathan: Why was it called the Free Synagogue?

Koshland: It didn't have a house of worship. It met in Carnegie Hall on Sundays. It had an office somewhere in New York. It was different--I don't

Koshland: believe there were any dues. People gave Rabbi Wise money to conduct his program.

Nathan: Would you call it a reform congregation?

Koshland: Oh, yes, definitely reform. Rabbi Wise was a great figure in those days. In the Harding-Cox election, he was one of the foremost workers for Cox, the Democratic candidate.

Nathan: At that time was it unusual for churchmen to enter into politics, or did they do it quite a bit?

Koshland: I think they didn't. He was an exception. He was an exceptional person. He had been consulted by President Wilson a great deal. He was a remarkable character. I remember going to a political meeting during the campaign of 1920. His voice was magic; and I remember very vividly that when he came to the platform and made a speech and referred to "that great stricken soldier, Woodrow Wilson," the whole audience got on their feet and cheered. It was absolute hypnotism in this man's voice. And the emotion that came through--it's just something that I've never forgotten. I think I voted for Harding, which together with many other votes I've cast, I've regretted since.

Nathan: Did you feel that the Free Synagogue was developed partly because of the wartime conditions? Or had it been going in New York before that?

Koshland: No, I think that this was the idea, brainchild, of Stephen Wise. Stephen Wise was adored by many people and hated by many people because of the novelty of the idea of the Free Synagogue itself. And his participation in national affairs and serving as a spokesman, offended the oldtime so-called religious Jews.

Nathan: How did you get interested? How did you hear about the Free Synagogue in the first place? Was it just known?

Koshland: It was just known. It was known, it was different. He also established the Jewish Institute of Religion there. The reform Jews of the time there were all closely allied to Cincinnati, to the Union of American Hebrew Congregations.

Nathan: What happened to him afterwards? Did he stay with the Free Synagogue for a while?

Koshland: Yes, until his death. We saw him once in a great while. There's one very cute incident, about my daughter Sissy, who was born a couple of years later. When we moved back here in 1922, we lived in Burlingame. A few years later Rabbi Wise came out and we had him out, down in the country with my parents and a few others, sitting around the garden in Burlingame.

He discoursed freely on many, many different subjects. Danny and Sissy were there. Sissy was at her cutest, age of three, and all of a sudden she turned around to the great Rabbi Wise and said, "Now, you keep quiet. I want to talk." [Laughter] I can assure you that story went all over San Francisco. Little girl shut the great orator up.

Nathan: [Laughter] She should've probably met him sooner.

Koshland: I think she remembers the story--she knows the story, I don't know whether she remembers the incident itself at all.

New York Again: Lazard Frères

Nathan: Let's see, you were working in New York then as a young married man, after the army days were over.

Koshland: I was there during the final stages of the war. We were married in September, 1918, and the war ended in November. I came home, here for a visit. In the meantime this offer came from Lazard Frères, so we went back to New York. I lived there until 1922.

I think, as I indicated, I was a fair-haired young Lochinvar from the west that was going to become a partner of Lazard Frères and Company.

Nathan: That's a rather exciting prospect.

Koshland: But I did not progress as well there as the bosses thought. I was not cut out for this particular type of life, which was mainly one of investing and speculating in the stock market. Lazard Frères at that time only served families in New York, France, and London, and was not engaged in bringing out new issues of securities, which they do today. They're now one of the big underwriters in New York, but they weren't at that time.

My wife, Eleanor, I think, sensed it before I did that I really wasn't happy doing the work I was doing. Although we had a very happy life there and had two children born there: Danny and Sissy [Frances] (Phyllis was born in California).

I received, in early 1922, a letter from my brother-in-law who had taken over here at Levi Strauss and Co. and who felt he needed a partner. After considering it, we decided to come out here to San Francisco. The truth was that my wife knew that I was not exactly happy where I was. It was a peculiar kind of business, not the

Koshland: kind I expected it to be. When Walter Haas wrote to me and said he needed somebody his age to be associated with him, I was glad to accept. We left New York, which was quite a wrench for me. We had a great many friends at that time, including Lucile and her husband.

Nathan: What was his name?

Koshland: His name was Heimerdinger. During World War I, or immediately thereafter, he and his brother changed their names officially to Heming. As the Brandensteins did out here; now they're Bransten.

Nathan: That all seems such a long time ago, doesn't it?

Koshland: Yes. You look back on it and it seems sort of silly. I remember people saying to me, Gentiles said to me, "Why do people with the fine name of Brandenstein, honored and respected here, change it to Bransten? Is it because it was German?"

I said, "I guess so." But it was partly German and partly Jewish.

Nathan: I guess unless you've lived through it, it's hard to understand.

Koshland: That's right.

Family Feeling

Nathan: Besides Walter Haas and Eleanor, were there other brothers and sisters?

Koshland: Ruth, that's all. Again, we were all very close, all cousins and aunts and uncles and that. It's a very close family relationship, which pretty well exists even today, although it is not quite

Koshland: the same. With the grandnieces or grandnephews and the proliferation, it's not quite what it was then, but it's still a strong family feeling. I have a great time.

Every once in a while people say, "Who the hell do the Koshlands think they are, anyway?" And I say, "We're not much individually, but you name me another family that's as big where everybody talks to everybody else." It doesn't happen in many big families. We may criticize each other, but there is an underlying family feeling.

Nathan: Do you think this is a characteristic of Jewish families, or isn't that necessarily it?

Koshland: It's more so with Jewish families than with others, but I can name any number of Jewish families where they've had feuds, where people don't speak to each other.

Nathan: Yes, that's right.

Koshland: They roast each other. So, I think, we were sort of unique in that respect.

Nathan: You are unique. Why do you think it worked in your family, where it hasn't done too well in some others?

Koshland: I don't know. That's why I say it's unique.

Nathan: [Laughter] Then there's no pattern, no formula.

Koshland: No, I don't think so. At one time there were some differences with the family that was in Boston; there were partnership problems once in a while, but they were eventually all patched up and left no scars. The family was for the most part well-to-do. There were poor relations that were helped, but my father and his brothers all prospered. Whether that had an effect, I don't know.

Nathan: It may remove some strains.

Koshland: Yes.

Children and Grandchildren

Nathan: While we are talking about family, shall we list your children and grandchildren?

Koshland: Yes. The oldest is my son Daniel, Jr. He and his wife Marian have five children: Ellen Ruth, Phyllis Ann, the twins James Marcus and Gail Frances, and Douglas Elliott. My daughter Frances (Sissy) is married to Theodore H. Geballe. Their children are Gordon Theodore, Alison Frances, Adam Philip, and a three-year old daughter, Monica. My youngest is Phyllis, whose husband is Howard K. Friedman. They have three children: Robert Eric, Eleanor Frances, and David Alan.

Nathan: Right. And now to complete the record, when were you and Lucile (Heming) married?

Koshland: We were married on July 9, 1959.

Walter Haas's Invitation

Nathan: Let's see. I wanted to pick up again your business connection. You were invited to come here to San Francisco to join...

Koshland: Walter Haas. Then there were the two Sterns. Jacob Stern was the president of the company and Sigmund Stern was the vice-president of Levi Strauss.

Nathan: And Sigmund Stern was related to your wife, Eleanor, is that right?

Koshland: No, the Sterns are not related to my family.

Nathan: That's Walter Haas's wife's family.

Koshland: That's Walter Haas's wife's father and uncle. They'd been successful in real estate and in this dry good firm, which, however, at the time that Walter Haas came in, was in the doldrums. It was not in any financial difficulties, but it wasn't getting ahead and it lacked the spark--these men were getting older.

Walter Haas had married Sigmund Stern's daughter, Elise in 1914, when he was working for Haas Brothers Wholesale Grocers. He entered the armed services and was discharged in December 1918; at that time Sigmund Stern asked him to join Levi Strauss & Co., which he did in January 1919. He was an alert progressive young businessman. He saw what was wrong here and he decided to correct it. He did the most wonderful job in building up this firm.

He'd never get credit for it because the average man'd say, "He married a rich man's daughter and fell right into it." But actually the business was at a stalemate. He recognized very early after he was here that the future of this business was manufacturing. At that time the business was primarily a dry goods wholesaling concern. It was wholesale and manufacturing, and over a period of years, gradually the wholesaling was given up and the growth was in the manufacturing.

Nathan: By this time you were completely out of the wool connection, then.

Koshland: I never was in the wool connection.

Nathan: This was a family thing.

Koshland: Family wool. My uncles and my brother, cousins had gone into it. I was never officially connected with it in any way.

Nathan: Has Levi Strauss dealt in woolen materials?

Koshland: Yes, we make woolen pants. We've made woolen pants. But it had no connection, no business dealings in any way with the Koshland family.

Nathan: I see. When I spoke to Walter Haas briefly before coming to you, he was saying that he had felt that that was no life for you in New York, that you never saw the sun.

Koshland: Well, that's almost true because I lived in an apartment house on Seventy-ninth Street, east side. I took the subway two blocks away and the subway took me to right under the building where I worked. So there was many and many a day I was only outdoors walking two blocks. I had lunch in the building where I worked, and I didn't see the sun very much.

Nathan: For a western boy that's hard.

Koshland: Yes.

LEVI STRAUSS & CO.

Nathan: So you came out to Levi Strauss. What part of the business were you involved in at the beginning?

Koshland: I was interested in everything. We used to sit downstairs in an office, the four of us--Jacob Stern, Sigmund Stern, Walter Haas, and I--we had one desk like this. The two older men sat over there, the two younger men over here. At the beginning I went out to the factory a good deal to learn.

The Valencia Street Factory

Nathan: Where was the factory?

Koshland: At Valencia Street. The original factory still exists--it's original since 1906, following the earthquake and fire. It's still there and it's a very modern factory on the inside, and looks very old and dilapidated on the outside, although we spruce it up from time to time with paint. And actually, our California factories have the highest cost because of the high minimum wage in California. So it is the least economical place to manufacture for us. The growth of this business has been in other states, where economic factors are better. But for sentimental reasons, as well as the fact that there is some profit in it, we do keep our California factories going.

Nathan: So there was one desk and four men.

Koshland: Four men sitting at the desk, yes. After I was out here, Jacob Stern died and then his brother became the president. It wasn't a very fancy office, I can tell you that.

Nathan: Was it in this location? Where we are now?

Koshland: Yes, downstairs.

Nathan: 98 Battery?

Koshland: We sat right about where the entrance to the building is now. I can remember after I'd been here a while we put a rug in the private office. People came in and one man in our business said, "That's no kind of an office, in the rag business. Shouldn't be that stylish." [Laughter] He thought it was a great error for us to put in a nice rug in this private office.

Nathan: Getting fancy.

Koshland: You see where it's changed since then.

Nathan: [Laughter] Yes.

Koshland: Sure, that was the idea, that we were selling to small stores. Customers came in and they didn't want to see any fancy office.

Nathan: So you would leave this big desk and go off to the factory from time to time to keep an eye on it.

Koshland: Oh, yes. And get to know the people. At that time I got to know everybody in the factory. Now I don't know any.

Nathan: How many were there in the factory?

Koshland: Probably 250. Mostly women. Mostly women who'd been with us for years. The composition of the factory then was entirely different from today. It was Italian, Irish. Mainly those. Middle-aged women, largely. It's all changed.

Nathan: What is it now?

Koshland: The factory here now is full of young, aggressive, attractive women mostly from Central America. Mostly in our particular case because of a peculiar development, from Nicaragua. Entirely different from what it was then.

Nathan: Is it because there are some young women from Nicaragua and they influence their friends to come?

Koshland: Yes. One came, and most of them, when they came, couldn't speak English, but they were very adept at learning to use a power machine. One brought her sister and her mother in, and friends, and all of a sudden--this is not very many years ago--we had this stream of people coming from Central America, and they were very good workers; and still are. I think I would not exaggerate if I would say that eighty per cent of the people in our factory are Central Americans.

Nathan: Do they remain here?

Koshland: Yes. They stay. We have a great many Negroes in our factory, too.

Nathan: Do you have Spanish-speaking foremen?

Koshland: No. We have had a school out there, in the last year to teach English and math to some of these young women, who are very smart, but in order to get ahead in the world they've got to speak English.

Nathan: Sure. Does the school department supply you with teachers? Or does the night school?

Koshland: This was a combination project. Really, it emanated from the National Association of Manufacturers, where you'd least expect something like this to come from. They had these schools in New York for illiterate and deprived people.

Nathan: Many Puerto Ricans, possibly, there, in New York.

- Koshland: Well, in New York they work mainly with groups from Harlem, established schools downtown. In the school we had here it was partly people that worked for us and then came to school after work. Then we also had a class of people from the outside, Negroes, Spanish, a heterogeneous group. It wasn't a big school.
- Nathan: Was it mostly for people who lived in and worked around the area?
- Koshland: Yes.
- Nathan: Were these classes held at night?
- Koshland: No, in the late afternoon. No, they were not at night. The girls work hard eight hours a day and then they go to school. It was quite a job, but they managed, and some of them have gone ahead very well.
- Nathan: Is this school something you think may be continued?
- Koshland: No, it's spasmodic. It's difficult to get teachers, it's difficult to get more people that are interested.
- Nathan: It takes a lot of organization, I would think.
- Koshland: Yes, that's right. There's a young man here who was very active in this named Lou (Lewis) Butler, an attorney, who was the partner of our present Congressman in San Mateo County, McCloskey. He had much to do with stimulating us to establish this school.
- Nathan: I see. Just to digress for a moment, was this the connection through Mr. Butler that got you interested in McCloskey's candidacy?
- Koshland: Yes. Butler got tied up in some way with the National Association of Manufacturers and was asked to initiate this sort of activity out here, which he did. We had a retired teacher from New York.

- Nathan: Did they give any sort of citizenship training, or was this mostly language and math?
- Koshland: Language and math. Simple math and simple language. I don't want to exaggerate this, because as I say, this is just a small feature, but it's a good thing as far as it goes.
- Nathan: To get back to that famous desk, where the four men were sitting.
- Koshland: Yes.
- Nathan: You would go out to Valencia Street sometimes.
- Koshland: Yes, for a couple of hours.
- Nathan: And then the other three men would remain?
- Koshland: We all remained here. I came in here every day, as I do now, and I went to the factory. Then I went by bus and streetcar. Still do, but not very often any more. It's due to age, and the fact that I'm not as active in the business as I was then.
- Nathan: But you all sort of participated in all the parts of the business?
- Koshland: Yes. But the leader was Walter Haas, Senior. The other men were getting on in years.

Levi Strauss and The Gold Rush

- Nathan: Is Levi Strauss now a corporation?
- Koshland: It was then and is now. Levi Strauss was established by a gentleman named Levi Strauss, who had brothers and came out here originally--this is all tradition and legend--he came out during the gold rush. There was a great need of

Koshland: tenting material for the prospectors and miners. The materials came around--oh, this was before the Panama Canal--around the Cape--what is it, not the Cape of Good Hope, that's Africa.

Nathan: I always think of the term "around the Horn," as Cape Horn.

Koshland: He came around the Horn and he brought this tenting material here with him. When he got here, he discovered that the tenting material, which was canvas, was more needed for making pants for the miners. There was a greater demand for that than there was for tents.

He got hold of a tailor and they made a pair of pants out of this canvas, which became very popular with the miners. Gradually that changed to what is now denim.

Nathan: Yes, I have a little folder about this; one of your staff sent it to me.

Koshland: Everybody knows Levi Strauss's name. It tells about him, it's very interesting. There's a little legend in it besides.

Nathan: The one about the copper rivets?

Koshland: Alkali Ike. They put these rocks in the pockets and the pockets tore. This tailor is supposed to have gone to a blacksmith and have had the rivets put in to hold the pockets.

Nathan: At the last conversation, we had gotten you sitting around the table, the one table downstairs, with the three other leading men in the firm--Walter Haas and then the two older men. We had been talking about going out to the factories and the training at the factories. I wondered if you wanted now to talk a little more about the development of the business.

Koshland: Just roughly, in the business, Mr. Jacob Stern, who was old when I came here, rode horseback almost to the time of his death. He was in his late seventies, too.

Nathan: Where did he ride, in San Francisco?

Koshland: Golden Gate Park. In the meantime Walter Haas became the guiding spirit here, although his father-in-law was the president, then Sigmund Stern. Sigmund Stern died in 1928. I remember that because I was in Europe at the time.

From Wholesaling to Manufacturing

Nathan: As time went on, did the nature of the business change?

Koshland: This business had been a combination wholesale drygoods business and manufacturing, manufacturing principally these Levis, blue jeans. Gradually, under our guidance it developed in the manufacturing end. We gradually relinquished the wholesaling end, which was not very profitable.

We saw the great opportunity, with this wonderful blue jean, and we stressed that. It was known in those days primarily by the name Two Horse Brand. It was famous with all the cowboys and farmers. Probably the most interested customers were in Arizona. They were the ones that would never have any change in the overall, even when we had improvements.

It would have been murder to put them in because many of the Mexicans who wore them recognized the rivets and the leather label and they wouldn't take any substitutes. So even though there were improvements that could be made, it took a long time to make any improvements in this garment because the trade was so used to it.

But the business grew solidly through the thirties. Then came World War II. That gave us the big push because there was tremendous demand

Koshland: for the garments we made, both pants and shirts. From that time on it grew apace. At the time of the outbreak of World War II, the territory where we sold our goods was just the ten western states and Hawaii.

Expansion After 1940

Nathan: Did it change after 1940?

Koshland: Gradually from 1940 on we spread to the east and the growth has been somewhat sensational since then.

Nathan: Do you sell overseas now?

Koshland: Oh, yes, we sell in about thirty-five or forty countries now. We have a very big business in Germany, in France, and in England. We have some in the Scandinavian countries, and even in Lebanon, believe it or not. We now have a distribution center in Belgium, we have a factory in Belgium.

It's a really interesting thing about the business, the glamour of a simple pair of work-pants. People say to me all the time, "How did you ever develop this wonderful business?" I don't know, it's simply a pair of workpants. There are workpants all over the world.

I say, "I don't know."

People say, "Was it advertising?" We did very little advertising in the early days. Now we do a lot. But, I guess the only answer is the garments wore and they fit. Fit and wear were the secret of the success of this business.

Nathan: Who were your major competitors, or did you have

Nathan: competitors of any size?

Koshland: Oh, yes, we always had competitors. We have, today, big competitors. They're a little different than the ones in the early days. It was H.D. Lee and Company of Kansas City. There was a firm called Carhart. There was a firm called Larned Carter and Company, and many others.

The only one of those that really exists today and is important is H.D. Lee Company. They and a firm called Bluebell, North Carolina, they're our biggest competitors in the blue overall business because we make overalls and pants out of all kinds of materials now, different styles. So we have become leaders. There are just as many or more competitors in the field now as there were then because we are leaders in the field now whereas at that time, we were just one of several.

Nathan: When you were selling mostly in Arizona, did the pants have a bib with the overalls?

Koshland: No, they were the same as they are today. We did have a bib overall, but the bib overall has pretty well gone out of style. The waist pant with shirts of various materials has taken its place. The bib overall is still used today by specialty people like carpenters and men in the construction business. But not as a general garment--for example, at the University you never see a bib overall.

Part of our growth--I guess I should mention that--was due to the fact that one of our men conceived the idea of getting the University kids interested and, I think, it started at Berkeley and then it spread to other campuses and then to high schools and then to elementary schools. The big growth of this business has been with teenagers. They are our biggest customers.

Nathan: Right. It was once dirty corduroys the boys wore. How did you go about getting the college boys interested in wearing Levis?

Koshland: Oh, I think, we gave some of the kids a free pair, or paid them something to wear them. It just sort of grew; we didn't make any great effort. Business was still primarily with the people who lived on farms and ranches. In those days the big department stores didn't buy from us at all. Now they're our biggest customers. But this business was built on the slogan: "Patronize your hometown merchant, he's your friend."

In the initial years of my being there, we counted on the small merchant all over the west. Then gradually we got into the selling of the better stores. Now we're selling to all the big stores.

We never sold to the big chains. We refuse to sell to Sears Roebuck, Penneys, and Montgomery Ward. They've wanted to buy from us, and they have copied our garments to a great extent.

Nathan: What was the reasoning behind your decision not to sell to the chains?

Koshland: Because our growth was with the small store and the small store objected. We would have had a revulsion against us if we'd sold to the chain stores, because the chains were originally considered price-cutters. The garments they produced were of inferior quality.

We prided ourselves on the quality of our merchandise and we didn't want to be confused with inferior merchandise. That, of course, has changed a great deal. The chains now have very good material. Still, we sell to chains of department stores, but we don't sell to these particularly low-price stores. We sell to practically everybody else. Army and navy stores have always specialized in overalls.

We don't sell to grocery stores. Some of them would like to buy them. We don't want to have our garments in grocery stores. Many grocery stores and shopping centers do put in cheap overalls that customers can pick off the counter.

Walter Jr. and Peter Haas

Nathan: As the business developed, then Walter Haas' sons became interested.

Koshland: Yes. Walter Haas, Jr. came in first, after his service in World War II. Soon thereafter, Peter Haas, who started an engineering career, came here. The growth of the last fifteen years has been due to these two young men. They happened to be a wonderful combination. One's an extrovert and one's an introvert. They get along beautifully together and work out problems with great intelligence. The older men, like Walter Haas and myself, are really far removed from the business now. We're consulted on important matters, personnel policies, but the young men run the business.

Nathan: The change seems to have been handled with a certain skill and grace that you all have.

Koshland: We try very hard to maintain a good atmosphere with our personnel. I used to know everybody in the business. Now I don't know one in twenty.

Nathan: How many employees are there?

Koshland: They're about 11,000 now, and we have twenty-five plants. I don't want to go too much into this. Because, after all, we could spend all day just talking about the growth of this business. But those are the salient features. Now we've developed internationally. We have encouraged young people to go ahead.

For a long time we tried to hire from within and promote from within, but with the development of modern business and everything, you have to have educated people. Of course, our employees are still between eighty and ninety percent women, who work in the factories, on the machines. But, I guess, we have more people in this building now--or almost as many people in this

Koshland: building now--as we had in the whole organization when I came in and we had a couple of hundred people out on Valencia Street.

Labor Relations

Nathan: Could we say a few words about the labor unions with which Levi Strauss now deals? Are they the same in all the plants?

Koshland: No, the situation is not the same in all plants. I asked our Industrial Relations office to prepare a memo about this. Here it is:

Levi Strauss & Co. recognizes a labor organization as the collective bargaining representative of our employees at fifteen sewing factories and three processing ovens. Employees at eight of these plants are represented by the Amalgamated Clothing Workers of America, AFL-CIO, and employees at seven of the factories are represented by United Garment Workers of America, AFL-CIO. Employees at the remaining sewing factories (11) are not represented by a labor organization.

Three out of four of the processing ovens for permanent press and baking are represented by a labor organization. Amalgamated Clothing Workers of America represent employees at two of these ovens, and the United Garment Workers of America represent the employees at one of these ovens. The employees at the remaining ovens are non-union.

All distribution center facilities are operated without a union representing the employees. As you can see, we deal with

Koshland: only two...labor organizations in the United States. These two labor unions represent employees producing approximately seventy-five percent of our production requirements...

Nathan: Thank you, I'm glad to have this note.

An Interest in Science

Nathan: Interestingly enough, your son went off into a science career instead of becoming interested in Levi Strauss.

Koshland: My son was stimulated to a scientific career, number one, by his mother, and number two, by some of the teachers he had at Berkeley. One of the early ones was Dr. Joel Hildebrand, who's still there. He's retired, but he's still there. He's one of the [Berkeley] Fellows, I think. Then Dan was also stimulated by Dr. Evans who discovered one of the vitamins, Vitamin E, I think.

Nathan: Was that Herbert Evans?

Koshland: Yes.

Nathan: So, as an undergraduate, then, Dan wasn't too sure of his direction.

Koshland: He was a chemistry student. Just to cover that very quickly, by the time he graduated, he was disenchanted with his fellow students, who were all grinds and who were not interested in the outside world, as he was. So instead of going on with research at the time of his graduation, he went into commercial chemistry, working for Shell Development, over in Martinez.

- Koshland: Then he was drawn into the war by [Glenn] Seaborg, when he was on the atomic bomb project, and Dan has become quite a distinguished scientist in his own right. He's achieved, I think, all the things that his mother wanted for him, but by the time that he had achieved them she was unable, really, to appreciate that her ambition for him had been realized.
- Nathan: How did she know that this would be the right field for him? Was she just interested in it herself?
- Koshland: No, she just felt that he had the equipment to be a scientist.
- Nathan: That's a very rare gift, really.
- Koshland: Yes, that's right.
- Nathan: Did you deliberately invite people to your home to get your children interested in different fields?
- Koshland: No.
- Nathan: Then it just happened? I remember many interesting people around your house.
- Koshland: My children met some of my interesting friends, that were interested primarily in social work. People like Hyman Kaplan and other people.
- Nathan: Wasn't there a man named Benjamin Bonaparte?
- Koshland: Bonaparte, yes, he headed the office out here, but he was never a great friend. Dr. Samuel Langer you're probably thinking of. My family was interested in the Jewish charities here. I was always active in non-sectarian affairs, also, and we had those people to our home. But we didn't know any scientists, particularly. Danny met Teddy just as a fellow student. Teddy [Theodore Geballe] later married Sissy. It just went this way, they all went their own way and none of them showed any aptitude for

- Koshland: business. I never even considered asking them to come in. It'll be interesting to see if any of the grandchildren will. A couple of them have worked here, summer jobs.
- Nathan: Gordon [Geballe] has, hasn't he?
- Koshland: Yes, he worked here two or three years as a summer job. Now this year he's not even interested.

The Levi Strauss Foundation

- Nathan: One thing that may tie in with your conversation about Levi Strauss itself has to do with the Levi Strauss Foundation. Can you tell me a little about this?
- Koshland: Yes. The Levi Strauss Foundation is really the charity-giving arm of Levi Straus and Co. It is primarily concerned with responding to those charities that normally approach a corporation, and to many others too.
- We also give to the community chests, or their equivalents in all cities where we have factories. It's not a public foundation in the sense that, say, the Rosenberg Foundation is, or the San Francisco Foundation. But it fulfills the need of responding to the requests made of Levi Strauss and Co. for worthy causes, charity and universities and so forth.
- Nathan: This foundation has contributed to undergraduate scholarships at Cal, and other sorts of things?
- Koshland: Yes. Let me say, Levi Strauss died in 1902 or so and his four nephews, who owned this business, established scholarships in Berkeley--something like fifty of them.

Nathan: That early?

Koshland: Yes. A hundred dollars a year or something like that, given geographically. I won't say in every county of the state, but in most of the counties of the state. They still exist. That was funded. Every once in a while we hear from somebody who was a Levi Strauss scholar. Since then, in these latter years through the foundation, we have given scholarships to universities that are near our factories. For example, the University of Texas, the University of Tennessee, the University of Virginia, and, of course, Stanford, and Mills, and Berkeley.

In those that we give outside of Berkeley and Stanford, we very often attach a proviso that everything being equal, a relative of our employees should get a little preference. It's not a stipulation, but it's a request. And the universities are always happy to comply with that.

Nathan: Are there any other qualifications that you attach?

Koshland: No. The university selects recipients for undergraduate scholarships.

Nathan: So it's really in their hands.

Koshland: It's all in the hands of the university. It's worked very well so far. Several of our employees' children have gone to these universities, and done very well, I believe. But, of course, all of the four main people, Walter Haas Senior and Junior, Peter Haas and myself, are all graduates of Berkeley, so we have a special feeling for the Berkeley campus. We just made a very large gift to Berkeley for the Centennial. We've had pretty close connections with Stanford, also, and Mills. Walter Haas, Sr., is on the board of trustees of Mills. Walter Haas, Sr., and I received honorary degrees at Berkeley. And in general, we know many people on the faculty at Stanford and Mills, too.

Nathan: Yes. I was delighted to see that Walter Haas, Sr., and you were both named Berkeley Fellows for the University of California's Centennial.

Koshland: Well, actually I didn't think too much of that.

Nathan: Didn't you? Why?

Koshland: Because they named a hundred Fellows. And these hundred Fellows, when they die, their place will be taken by somebody else. The University is so widely extended through its alumni and all that, that I think it's awfully hard to pick out 100 Fellows. How about 101, 109, or 110? I don't think it was a particularly wise move, but it isn't too important. Fellows don't mean anything. We don't get anything, we don't pay any dues. It's just an honor of some kind. I can think of a hundred more that are not among those hundred Fellows that ought to be, just as much as the hundred who are.

Nathan: I suppose the Centennial imposed the hundred limit.

Koshland: That was the idea, in connection with the Centennial. We can talk all day about the Centennial.

Nathan: I hope we will! I'm sure you want to.

Koshland: Yes.

Levi Strauss and the Centennial Fund

Koshland: Our various interests here just made a contribution to the University's Centennial Fund.

Nathan: Levi Strauss did?

Koshland: Levi Strauss did and the Koshlands and the Haases and all that. We notified the chancellor a couple of weeks ago. \$700,000. Roger Heyns is going to let us know his suggestions, because we want to honor not only Roger Heyns, but also Clark Kerr. We don't know just where it will go. Some of us are interested in doing something for intramural athletics. That's badly needed over there--space. But that's going to be decided a little later, after we hear from Roger.

Nathan: Were you the instigator of this enterprise?

Koshland: I'm the head of the task force to get the large gifts. I think I told you before, I told them they'd have to get some large gifts other than Jewish. And the first three we got were all Jewish. Then we got the Kaisers for a half a million, and now the Witter people have given and we're on our way. But we're still far from our goal. We have less than \$5 million.

Nathan: I read that, I think Dean Witter, had given a gift for Davis.

Koshland: Yes.

Nathan: Is that part of your enterprise?

Koshland: No, this was separate. He's given to Berkeley. But Dean Witter received an LL.D. from Davis and never received one from Berkeley. The Hearsts have never been recognized through an LL.D. for anyone in the family.

Nathan: There is a Hearst on the Board of Regents.

Koshland: Yes, Mrs. Catherine Hearst. We are working on and hope to get a contribution from the Hearst family. But these are some of the hurdles you have to get over.

Nathan: Did you feel that having Rudolph A. Peterson, the president of the Bank of America, speak at Charter Day helped?

Koshland: Tremendously, in fact, without it we were in trouble--I'm talking now about the money raising. When the so-called whatever you want to call it, "establishment downtown San Francisco," I mean those that are interested in Berkeley heard that the speakers were going to be Earl Warren, whom they consider a real left-winger, and two Negroes, that was bad medicine.

I don't know who thought up the idea, but they asked the bank president and he was very gracious about it. It made a big difference in the balance that way. But, of course, you know how that came about. There were two Negroes by accident.

Nathan: You started to tell me about this.

Koshland: Well, Thurgood Marshall was asked to speak and he refused and then they asked Wilkins and Wilkins accepted.

Nathan: This was Roy Wilkins.

Koshland: Yes. In the meantime Earl Warren told his associate he shouldn't have refused, that he should make an effort to attend, so Thurgood Marshall backed in and said he would be a speaker. So then you had two Negroes and Earl Warren. This balanced out, but it was really good. As a matter of fact, Peterson made a very good talk, I thought. He didn't articulate very loudly. He was a bit hard to understand.

Wilkins was excellent, I thought. Thurgood Marshall was not as good.

Nathan: So this kind of preparing the way has to go on over a long period of time.

Koshland: Sure it does.

UNIVERSITY AND COLLEGE ISSUES

- Nathan: I gather you're still very much interested in college and university affairs.
- Koshland: Yes. I went to a meeting recently. [Berkeley Chancellor] Roger Heyns was there. The Chancellor from Davis was there, too, Emil Mrak, whom I've never seen before.
- Nathan: He's retiring, I understand.
- Koshland: Who wants to be the head of a big campus nowadays?
- Nathan: I can't imagine. In California especially.
- Koshland: I saw--what's the name of this paper we were talking about, the Guardian.
- Nathan: Oh, the Bay Guardian.
- Koshland: Yes, I read it this morning.

San Francisco State College

- Nathan: Do you read it regularly?
- Koshland: It's pretty wild at times, but I thought the articles on San Francisco State were interesting. Yesterday I read the two articles on President John Summerskill. Did you see them?
- Nathan: Yes.

- Koshland: It's a puzzle. What does a poor guy do? You've got to have discipline, but there are so many factions to please. I can see that a real debonair, fine, young, liberal guy like this fellow, can't handle it.
- Nathan: Right. I suppose it would be worth the fight if you felt that you had room to maneuver, but not if you have a line-item budget, so that you can't shift your money around to where it's needed.
- Koshland: No.
- Nathan: Plus having everybody out for your scalp. That's bad. Who do you think we'll get now at San Francisco State? Everybody is looking for a president or a chancellor.
- Koshland: There's Stanford, there's State, UCLA. I think Pomona's looking for a new president because Lyon is retiring.
- Nathan: And Cal at San Diego needs, I think, a chancellor. And Mrak is leaving Davis.
- Koshland: Yes, that's right.
- Nathan: Someone said, "You need a rent-a-president service."
- Koshland: Yes.

U.C. President Charles Hitch

Nathan: At the dinner meeting you mentioned, were the questions to Mr. Hitch friendly, did you think?

Koshland: Yes, but they were mildly critical. Well, I was going to ask the question about quality or quantity at the University. Hitch indicated that the question of tuition, which is going to be decided in the next couple of months, really doesn't affect the main financial problem of the University. Because if they do have tuition, according to the Governor, it would go to student scholarships, fellowships. Hitch certainly indicated that he's going to fight for this \$311 million, and it sounds a little bit to me as if the Board of Regents is going to back him up. This is almost a unifying thing because they voted very strongly for him. Maybe Mr. Reagan is going to lose this one. I hope so.

Nathan: Yes, especially since, having said last year this budget is for one time only, he is using that low base for operations the next year.

Koshland: Yes. Poor [Casper] Cap Weinberger.

Nathan: I wonder how he'll make out as state Director of Finance?

Koshland: Very intelligent person. He's a mild, reasonable person. Gosh, this is a job where you've got to be tough with somebody.

I heard the other day--somebody told me--that eighty cents out of every tax dollar in this state goes to education. And I said, "That's nonsense, it couldn't be that. With all these other expenses."

When I thought it over, and you consider the school taxes and municipalities and counties and all that, maybe that's not so far off.

Koshland: University. He's on the board of trustees of Stanford University and is one of the group that is working on this campaign and is very helpful.

Nathan: How did you get involved in the Centennial Fund project itself?

Koshland: A few years ago there was a meeting of a group of Old Blues, for want of a better term.

The Centennial is a natural event to be celebrated in some way. I think it was Cort Majors who had the idea to raise money for activities, for buildings that the University needed and which would not be supplied by the Legislature.

There is, of course, a prejudice in the public against giving to public institutions that ought to be supported by the taxpayers. But if you take the Berkeley campus, for example, if it hadn't been for private donations, you wouldn't have had the Greek Theatre, you wouldn't have had the stadium, Student Union, and any number of activities.

Actually, the University of California has received lots of money over the years from alumni and from friends. So it was a natural thing that this Centennial should be celebrated. There was this meeting of old grads. I was selected, together with Loyall McLaren, Class of 1914, to be temporary organizers of this campaign. We were not only temporary heads of the management committee, but we became involved with the campaign and have been ever since.

We made the mistake, which I think Cort and the others of the staff over there were just as responsible for as we were, of not getting a central chairman. We haven't one yet.

We finally organized a management committee. Charles Fay is chairman of that. He's a very fine gentleman, but we need a big-name person for

Koshland: the head of this thing and right now we're still struggling. We've raised, now about \$4-1/2 million out of the \$15 million. We're a long, long way from reaching the goal.

We really have enthusiasm on the part of a large group of the people that are working on this thing, but we haven't been too successful in getting people signed on the dotted line. We have a committee in Los Angeles, a committee in New York, and are forming committees in Washington and in Chicago. But most of the money so far has been raised right here. The first big gift we got was from the Zellerbach family, which was for the theater-auditorium.

I was very hopeful that we'd get one big gift for the museum, which is a great need--art museum. We've gotten some minor gifts, but no really big one. As I mentioned, my family, the Haases, Koshlands, and people related to them, have given a substantial amount, that's going to be used for various purposes. Right now Chancellor Heyns and Clark Kerr are preparing suggestions for the use of this particular money that we have given.

We've also got a very good contribution from the Heller family for a rare book library.

So, it's coming along, but it's much too slow. It's partly due to the political situation and the distaste of the old alumni for what's happening in Berkeley from time to time. In fact, it's quite amazing that we've done as well as we have, considering the obstacles. But we'd like to put this over.

Nathan: Do you appeal primarily to alumni?

Koshland: Primarily to alumni, yes. Oh, we'll accept gifts from anybody. But the machinery is there to appeal to all alumni before the end of the year to give to this.

It doesn't seem like much, you see, because \$15 million doesn't sound like much when Columbia

Koshland: goes to raise \$200 million; Chicago is raising \$326 million; and they get enormous gifts. We don't get gifts like that here. Even Stanford did better than we did--than we have so far. The tradition of giving is not as well-developed out here as it is in the big eastern colleges and universities. It seems like a paltry sum when you think of all the alumni that there are throughout the world, particularly in the state of California. Still, it's an enormous project to raise \$15 million.

Nathan: Have you gone about organizing this fund raising effort in the way that you would organize, say, for the Jewish Welfare Fund?

Koshland: Yes, very much the same way. We started with a nucleus; we have a management committee that's divided up. We have a task force, which I head, to go after the big gifts. Then we have a committee for northern California, a committee for southern California; for what they call advance gifts, the big gifts, and then a committee for the rank and file, which will become active within a couple of months. So all we can do is do the best we can.

Naturally the activities of the left-wing students hurt us, and the activities of some of the right-wing people, on the faculty, hurt us.

Nathan: Would you say that someone like Professor Hardin Jones is a problem?

Koshland: Yes, very much. He's a problem in himself. I don't know Hardin Jones, but he actually goes out of his way to hurt the University that pays him. He gives great encouragement to the people who are proponents of the theory that the University is a Marxist center. He and some others of the old guard.

The thing that impresses me right along, all these people, the extremists on either side, don't seem to care too much about the University of California when they ought to be proud of being

Koshland: connected with one of the great universities of the country and of the world. They don't care about that.

Nathan: Do you have faculty members or staff members on your fund raising team? Or is this essentially alumni?

Koshland: There's a faculty team, also, that's raising money--and students. In our management committee we have two or three splendid young men who are students. They have their own campaign. It won't be very much in money, but at least it's an effort that's being made and I'm sure that we'll get large numbers of contributors from both the students and the faculty.

Nathan: I'm sure you will. Does this management committee handle the management of the campaign?

Koshland: Yes. And we have, of course, excellent staff. You know Joe Mixer. Well, Joe and Cort Majors were the team on this and then Cort died, as you know, very suddenly. It was a great blow. So Joe's carrying on. He has a staff of assistants. He's excellent. He knows people.

In my own bailiwick, which is the task force, we have Bill Monahan. He's working very hard and he's very well-liked by everybody. So we have hope. I told the Chancellor, "We've got the greatest team in the world, but we don't get enough people on the dotted line."

It's very difficult when you get into these larger figures. You have to cultivate these people and you run into all sorts of complications. One very wealthy Regent has recently married a young woman. It's his second or third marriage and she's not interested in the University of California, won't let him give a cent. We counted on him.

Another one of the Regents blows hot and cold whenever he reads the paper about some utterance of some left-wing faculty member. In fact, I think,

- Koshland: this particular one is going to give us a large amount, but he isn't going to give anything to the "God damned faculty," I'll tell you that. He doesn't want any of it to go to the faculty.
- Nathan: People can put in their own directives about how they wish their contribution to be spent?
- Koshland: Oh, yes, we're very elastic on that. Of course, people that have no great interest in any particular building that's needed, can give for scholarships, fellowships. There's a great need in every college and university these days.
- We have one large family that I'd like to interest for a big amount, and that family's torn. One that you're interviewing. But we'll get something from most of them.
- Nathan: It's impressive to me that you'd have a big, enthusiastic team, because presumably they could have been affected by these same qualms as other people.
- Koshland: Oh, sure they were. The president of the alumni association now, Bill Hudson, whom I've gotten to like very much, was pretty extreme in his views about what's going on on the campus there. Well, he mellowed a good deal, largely due to watching Mr. Roger Heyns in action, realizing the problems that a chancellor has.
- In fact, one of the outstanding features of this thing is the respect that everybody has for Heyns. He's a great, great person in my opinion. Very extraordinary, level-headed, a simple, and yet most intelligent leader.
- Nathan: Yes, he comes across this way. Very well indeed. Well, you have political problems, human quirks, and just about every other...
- Koshland: Oh, yes! Everything. You can't imagine.
- Nathan: Does the fact that it's tax-deductible help?

Koshland: Yes, it certainly helps. But out west here people largely stop at giving when they get to their twentieth or thirtieth percent. In the east people give big amounts and go way over their deductible possibilities. We have some people that do that here. I do that personally, too. But these are the rich people that give. You don't have to waste tears on them because their assets go up even though they invade the principal of their holdings.

Nathan: Do you follow this old principle in fund raising that the committee members are asked to make their donations first, before you go out to ask others?

Koshland: We try, we try. It's been very difficult. I've had to ask people who've been working on the committee for a long time and haven't given yet. That varies with the human being, of course. Theoretically the first persons we should have asked would be the Regents of the University. We haven't gotten contributions yet from a third of the Regents.

Then, of course, there is a difference of opinion. For example, a person like Mrs. Chandler, who's on the Board of Regents--she sat next to Danny at a dinner a couple of weeks ago and she said to him that they give down south to the University, at UCLA. This is a Berkeley campus drive, you see.

Nathan: I see, and there's a separate UCLA campus drive?

Koshland: There's no campus drive there at all. Although it's the celebration of the hundredth anniversary of the University of California, it was the Berkeley campus that was first formed, so this money is all going to be used for the Berkeley campus. So the southern California Regents, who are very generous--in the south--not only with UCLA and USC, Cal Tech, and other institutions--don't feel that they owe anything to the Berkeley campus. The wealthier members on the Board of Regents are from southern California.

- Nathan: Of course, you've done many other things for the University besides raise money. Have you ever been active at all in trying to influence legislators to support the University in the budget?
- Koshland: Not directly active, but helpful in discussing with others. I actually haven't been in that area at all.
- Nathan: That's a highly specialized area, isn't it?
- Koshland: Yes. My only connection with the Legislature in years gone by has been with the Industrial Welfare Commission.
- Nathan: Did I understand that the proposal for a new student center near the northern edge of the campus is part of the Centennial Fund plans?
- Koshland: That's part. We'd like to get that from one gift, from one sponsor. We rather hope that we might get that from the Cowell people. Because even though they've been very generous with the University, they actually haven't since the Cowell hospital, made any big gifts to the Berkeley campus. They've done a lot down at Santa Cruz.

Student Co-op Housing

- Nathan: Were you concerned, around 1945, with student housing and the beginning of the residence hall program?
- Koshland: No, I was not, but I've been in latter years. I've tried to be helpful with the co-op.
- Nathan: Were you involved in this recent co-op fund raising enterprise?

Koshland: Oh, yes.

Nathan: You don't miss many these days, do you?

Koshland: Well, I think I was helpful because it was difficult to explain to San Franciscans. It's hard enough to get money from them for the University of California but then when you come to something that's allied, that's outside the University sphere, it's doubly difficult. We didn't get as much as we wanted for the co-op, so I guess the students pay more than they should but it's still a big saving compared with going to a University dormitory.

Joe Mixer was involved in that too. You probably know some of the others, too. Ted Johnston, he knew the co-op people; both Teddy and Danny knew them very well. I think Johnston is now working in the University. That drive was a very worthwhile endeavor, I thought.

Nathan: Yes, interestingly enough, the co-ops seem to have been able to pioneer in a more relaxed control over student living, so that the students have much more freedom and much more ability to set their own rules.

Koshland: Oh, yes. It's a situation that can be seen if you get people over there. They got me over there and I visited the co-ops. Anybody that sees this and gets the whole picture is bound to be enthusiastic about it.

Nathan: Now, how did they get you over there?

Koshland: Bill Davis, of Stiles Hall, is very much interested in this. He got me over there. After that we tried to get some other people over there. We got a few but not very many. Of course, Stiles Hall has been a great force for good causes in the whole area there, not just the University of California area. Do you know Bill?

Nathan: No, I don't.

Koshland: He succeeded Harry Kingman.

The Loyalty Oath Committee

- Nathan: Could we talk about the University in the McCarthy era? I'm sure you remember the University's loyalty oath problems.
- Koshland: Yes. I was involved in that. The committee, yes.
- Nathan: Could we talk about that?
- Koshland: Well, there was a committee. I think it was a Regent in the University who was active.
- Nathan: I have the name of Harley Stevens; was he the one?
- Koshland: Yes. He was the head of our committee. But James K. Moffitt was helpful to us. He was a liberal-minded Regent. He and Harley Stevens were sort of the head of this group. And I was in it and Ruth Turner. Stanley Weigel advised us. He was a Stanford man, but he was the attorney for one of the groups of professors, including Tolman, who wouldn't sign the oath and left. That's one of the interesting things about the University. Now you have this great [Edward C.] Tolman Hall named after this man who was either dismissed, or....
- Nathan: I think he was one who withdrew, if I remember right. There were eighteen nonsigners who fought the oath in the courts.
- Koshland: Yes, that's right.
- Nathan: Do you remember how this committee came to be developed? Was it an alumni committee?
- Koshland: Yes, it was an alumni committee. Kenneth Hayes was active in this. I think he was probably the first one to talk to me about the loyalty oath. Do you know him?

Nathan: I know his name, yes.

Koshland: Both he and his wife, Margaret, really went around pounding the pavements. He was a classmate of one of my nephews. I think he probably was the real organizer of this alumni committee; he and the Harley Stevenses, as far as I can remember.

Nathan: So, the committee got together, and what was your objective?

Koshland: To protest in public against the actions of the administration. I mean by that I guess the state administration in carrying out the loyalty oath the way they did.

Nathan: Did you know Robert Gordon Sproul well at this period?

Koshland: I've known him well. He was a classmate of mine, yes. At this late day I can't follow it all. I remember I was critical of him. I was critical of Mr. (William) Corley. But I realize now that they had their problems too. You know, when you have to deal with legislators and Regents and state officials, the higher-ups, I think that they, Sproul particularly, got muddled and got caught in-between various groups. It was not very well handled.

I've been a very close friend of Sproul's ever since college days. Incidentally, Sproul was one of those that built up Stiles Hall, the YMCA, in Berkeley. To my mind, when I look back now, I think he was a great University president. Although when he became President, I criticized the choice because I felt he was an administrator and not a scholar.

I didn't realize then as I do today that to be a college president, you've got to be a lot of things and certainly one of them is an administrator. He achieved academic distinction after becoming President. You and I have listened to many of his speeches. They were great.

- Nathan: Just to go back to the committee again for a moment, did you attempt to work through the alumni association at all?
- Koshland: No, I don't think so. I don't recall. The alumni association, I imagine, was very torn, as they are today.
- Nathan: As you were saying, it's interesting that Tolman Hall has received its name. Was [Regent] Bill Coblentz active in this development?
- Koshland: I don't know. I would assume so, but I don't know.
- Nathan: This was about 1951, then, wasn't it?
- Koshland: Yes.
- Nathan: Do you remember the House Un-American Activities Committee investigation in 1961?
- Koshland: Out here, the turmoil at city hall here. I was not involved in that at all, except as a spectator.
- Nathan: There has been a very good book written about the loyalty oath controversy.
- Koshland: Professor George Stewart.
- Nathan: Yes, The Year of the Oath; and then one very recently. I didn't know if you might've come across the recent one by David Gardner, The California Oath Controversy. He mentions the committee that you served on.
- Koshland: I met Mr. Stewart a couple of weeks ago at the Chancellor's house when they formed this new thing called the University Fellows. He's one of them, I think.
- Nathan: Yes. He's still writing, of course. He's published very recently something about the ecology of the Bay Area.

Some U.C. Presidents

Nathan: You are still involved in many University connected activities, aren't you?

Koshland: The other evening we went to another University dinner. This was in honor of Mr. and Mrs. Wallace Sterling. He's about to retire now from the presidency of Stanford. He has great charm, this man, and wit. Really a wonderful person. He's going to be Chancellor for Life, but he's retiring. I don't know who the new Stanford president will be.

Nathan: You were saying last time that you went to a dinner Mr. Sterling had given for Charles Hitch.

Koshland: Yes.

Nathan: What sort of an affair was that?

Koshland: It was a dinner in honor of the new President of the University of California and simply consisted of a welcome from the President of Stanford, who made a quite remarkable speech of introduction and was answered in turn by a very witty speech by President Hitch. The audience was about half from each university. It was very nice.

Last night's affair was addressed by the head of the Stanford Associates and by the president of the board of trustees and then Dr. Sterling spoke. It was a delightful affair because everybody there is very fond of him.

Nathan: Who are the Stanford Associates? Is that an alumni group?

Koshland: I don't know exactly what it is. It is not the alumni, but it's--Friends of Stanford, it might be called.

- Nathan: How did you feel Mr. Hitch performed on this other occasion?
- Koshland: Oh, wonderfully well, because after this great introduction by Sterling, I was wondering how he would perform. It took a lot to come up to it, but he did, and that was remarked upon by many who were there.
- Nathan: Was the purpose of this just sort of a social introduction to Mr. Hitch?
- Koshland: Yes. Introducing and honoring the new President of the University of California by the president of the rival institution, if it may be called such. At least in the athletic fields, and some other things, too.
- Nathan: Have you been acquainted with just about all of the Berkeley presidents, University of California presidents, since you were an undergraduate?
- Koshland: I do not think that I ever knew President (William Wallace) Campbell. But I've known all the others. I didn't know Benjamin Ide Wheeler except as a student.
- Nathan: You saw him on his horse?
- Koshland: I saw him on his horse, yes. I heard him say, "It's good to be here." [Laughter] His famous remark, which will go down to posterity.
- Nathan: Indeed, it's already done so, I think. And you knew Clark Kerr well?
- Koshland: Yes, quite well. Mr. Kerr was there last night, charming person. I knew Clark Kerr quite well, and (David Prescott) Barrows I knew too.
- Nathan: Did you know Mr. Kerr in connection with his arbitration work and his industrial relations activity?
- Koshland: Not as far as participation at all, but I knew of it. He was a really first-rate mediator.

Koshland: I think it's maybe because of being that type of person that he ran into difficulties at the University of California in these times.

Nathan: You're thinking of the Free Speech era particularly?

Koshland: Yes, I think he tried to mediate differences between the Free Speech students and the differences in the faculty and the trustees. I guess it required, at the time, a very strong man. Actually, I think, it wasn't so much that, really, as that the Chancellor was not a strong man at Berkeley. A wonderful human being, Strong, and a wonderful professor, but I do not think that Ed Strong was a good administrator.

On the other hand, these are new times and new problems came up. Undoubtedly there were some plans made outside of Berkeley to focus this Free Speech Movement at the University of California, Berkeley. With the result that from that day on, we get the headlines, even though we have, really, less disturbance than many other campuses.

Nathan: When you have occasion to discuss the Berkeley campus with your friends and associates, do you find yourself defending the students or do you find yourself on the other side of the problem?

Koshland: I'm against extremism on either side. When I talk to people about this, I talk about the modern point of view, having considerable sympathy with the young people of today for what they're trying to achieve, and yet condemning the excesses and the unwillingness to accept the results of their defying law and order, as they do sometimes.

Civil Disobedience

Nathan: You're really talking about civil disobedience and the consequences?

Koshland: Yes. That's right. For example, I'm very sympathetic with the point of view of many of the young people on this draft situation, but I try to think of a solution. I think it's terrible to go running off to Canada. And I hate to see kids go to jail because that's a black mark for life. So, it's a tough one. How do you feel?

Nathan: I hate to see people run away to another country. To go to Canada seems very distressing.

Koshland: Yes.

Nathan: And yet, I suppose, unless you're a twenty-one-year-old man, you really don't fully understand. I don't feel that I can understand the problem the way a boy does who's really facing it.

Koshland: Yes. My grandson, Bobby Friedman (Phyllis and Howard's son), was out here. He told me that at Harvard, the whole emphasis of many, many students is on doing something for their fellow man. With much less emphasis on their own personal careers.

Nathan: That's an interesting development, isn't it?

Koshland: Yes, that's the way the kids feel nowadays. That, of course, leads to conscientious objection and that sort of thing. I think many of these students have made up their minds they're not going to be drafted. Still, the alternatives are very few.

Nathan: You should feel very close to these students, because your interest in your fellow man puts you in great sympathy with these eighteen-year-olds.

Koshland: I have sympathy for them. And still I think that if I were in their situation, I would have enough feeling for my country that I would try to work for the change of a law, like the draft law, but I would go along with it, as long as it was the law.

It struck me that my grandparents came over here to escape military service in Germany. However, it's not quite an analogy because they were Jews and they couldn't get anywhere in Germany in the professions; they couldn't be officers in the army.

Nathan: They could not be officers?

Koshland: No, absolutely not. So, it was more than just evading military service. Although I thought at first that this was a similarity, I decided that my grandfathers had a good cause for leaving Germany.

Nathan: They really were experiencing a second-class citizenship.

Koshland: Their families were. They came over as very young men, yes.

Nathan: Are you active these days with the American Civil Liberties Union?

Koshland: No, I'm a member and admire the leaders there very much, although I certainly don't always agree with them and criticize them to some extent because I think they inject themselves into relatively trivial matters. Their answer to that is always, "Well, you think it's trivial, but this is a principle, and you've got to fight it right up to the highest court in the land if necessary."

I also think--this is maybe unfair--but I feel that the Civil Liberties Union here has always had a tendency to go after the University of California, particularly when Clark Kerr was there. And also to go against the police

Koshland: department of San Francisco, which, as far as I can tell, has been an excellent police department through the years. After all, we're one of the few big cities where we have no organized gangsterism. I think that is in large part due to the intelligent police department, plus a good police commission, appointed by our various mayors.

The Civil Liberties people indignantly deny this when I throw it up at them. But, I think, it's a very important organization to exist.

Nathan: Yes, you seem to have no difficulty in supporting individuals like McCloskey or organizations like the ACLU, with whom you're not always in agreement.

Koshland: That's right. That's thrown up at me all the time: "Your candidate, or your friend, said this, or does this." I say, "He doesn't have to agree with me in all ways." On the big principle I would break with anybody, if there's an important principle involved with which I disagreed.

Right now, in the present political campaign, I'm not supporting anybody yet. I have a great deal of admiration for Mr. McCarthy but I've heard his record on civil liberties and civil rights is not good. Actually I don't know. Do you know anything about him?

Nathan: Everything I have read about him so far has convinced me that he is very good, but I haven't been looking for any bad things.

Koshland: I don't know much more about him beyond his Viet Nam views. Actually I don't think he has a great chance, just because he's an honest person, and not dynamic. A fellow like Bobby Kennedy will just take over, although I admire him much less as a man than I do McCarthy. So, I can be had, but I'm not ready to support any of them, including Mr. (Nelson) Rockefeller, or others.

The Santa Cruz Campus

Nathan: I might ask you a little more about the Santa Cruz campus and the feeling that maybe you were being wooed to get interested in the Santa Cruz campus.

Koshland: Oh, I have been. I know the head of the campus, Dean McHenry. I have a particular friend there, Mr. Gurdon Mooser--in fact, I've seen him since you and I met last. He's a very go-getting person, Mr. Mooser is, and we exchange experiences. I think very highly of him.

Nathan: How did you get to know McHenry and Mooser?

Koshland: McHenry, in the early months, or year, of the campus deliberately wooed people of means. He needed support. And he did it very well. For example, the colleges down there: Crown College is the result of contacts with the Zellerbach people, and Cowell College of Cowell Foundation. Now, the latest one they have the money for, I think, is Merrill College. And then, of course, Stevenson was named after Adlai Stevenson, but was not the gift of any one group that I know of.

It's a beautiful place, you know; it's a very appealing place. I think that they've made great efforts to overcome the feeling of lonesomeness that some of the students have, being far off from the big cities, or even a little city like Santa Cruz. But I don't know very much about it beyond that. I support the library there, a few of the activities. But my hearts belongs to daddy. [Laughter] They know that.

A "Distinguished Lectureship"

Nathan: Do you still have that letter about your children's setting up the lectureship in your honor? We should have the correct title.

Koshland: My name is not involved at all.

Nathan: It is simply the establishment of a Distinguished Lectureship. It's in the school of Business Administration. "Distinguished Lectureship in Business Administration and Public Policy." So the lecturer would come to the campus at Berkeley for a week.

Koshland: He'd be paid an honorarium and his expenses. That's what the children have done. He'd be available for a few lectures and consultation with faculty and students and anybody else.

Nathan: And also guest appearances in the classroom. This is very interesting; he can get in touch with everybody in the school who's interested.

Koshland: Yes.

Nathan: That's a great idea, really! So it would be people who are expert in business administration and the general area of public policy. That gives quite a lot of leeway.

Koshland: Yes.

The Koshland Award

- Nathan: There's another, older award as well. Shall we mention the Koshland Award given annually by the California Association for Health and Welfare? The award is presented to men and women who have made creative professional contributions to the community and family life in California.
- Koshland: The Koshland Award was established on the occasion of my fiftieth birthday in 1942. This was a suggestion of Hyman Kaplan, Director of the Jewish Welfare Fund, to my son, Daniel E. Koshland, Jr., who proceeded to set up the award.
- Nathan: Your family has found a really creative way to mark your major birthdays, hasn't it?

PHILANTHROPIC FOUNDATIONS

Nathan: You have had many experiences with philanthropic foundations in different capacities. A little earlier you mentioned the Cowell Foundation. Can you tell me about it?

Koshland: The Cowell Foundation is a big foundation. It's run by people who are not familiar with the social service and philanthropic affairs of this community. A foundation of that size should have a board of broadly experienced people, such as we have on the San Francisco Foundation.

I think it is a very bad tendency to set up family foundations and not have the public represented.

Nathan: I see. And is this the condition of the Cowell Foundation? It's family-run?

Koshland: Yes, and so are a number of others. The San Francisco Foundation, the Rosenberg Foundation, are examples of well set-up organizations in whom the public has great confidence.

Nathan: Do you feel that the character of the board of directors really shapes the policies?

Koshland: Yes. For example, a community foundation, like the San Francisco Foundation, is made up of people who are appointed by various segments of the community, all non-political. So no political people can exert any direction.

The members of the distribution committee of the San Francisco Foundation are appointed, one by the President of the University of California, one by Stanford, one by the Chamber of Commerce, one by the President of UBAC (United

Koshland: Bay Area Crusade), one by the League of Women Voters of San Francisco, one by the banks, and one by a circuit court judge who is presumably removed from the political arena, a federal judge.

Nathan: Which was your appointment?

Koshland: Chamber of Commerce, originally. These are all citizens who are responsible, and have no axe to grind. There's no preponderance of any religious faith, so that it's a pretty good governing board.

Nathan: It's an interesting formula. Is Mrs. Alfred McLaughlin still the League representative?

Koshland: Yes, she's the best member of the board. She is in a state of constant resignation because of her age. I've worked hard to keep her on there, because, as I say, she is forthright, independent, and more courageous, I think, than any of the rest of us. I, for example, always do the best I can, but I'm always thinking I don't want to offend people in the community. That colors my thinking a little bit.

Mrs. McLaughlin is right down the line. I think she's just a great woman. So, she has accepted a reappointment.

Nathan: How long are the terms?

Koshland: Four years.

Nathan: This is for the San Francisco Foundation?

Koshland: Right. Most of the community foundations in the country are somewhat similarly set up, although in some cities the banks run them. In other places some strong individual has set it up and controls it. Ours is the best type of organization, in my opinion.

Nathan: So you draw the distinction between a private and a community foundation?

Koshland: Yes....but there can be combinations of both. The Rosenberg Foundation is a private foundation, self-sustaining, but its board is drawn from a variety of people within the community--all people who are familiar with the social affairs, welfare affairs. Rosenberg is limited to California, I believe. The gifts all go to California. The San Francisco Foundation is not limited, but the preponderance of awards are made in the San Francisco area.

Nathan: Is the difference a narrowly based board or a broadly based board?

Koshland: No, I think, it was the way a gift was drawn up. For example, in San Francisco, a particular person has given us gifts from time to time to help universities in other countries--Germany, South America. And we carry those out.

The important point to be made is that the distribution committee has the last word. If I want to set up a fund within the San Francisco Foundation, I can do so. I can also express my views, my recommendations, and in nine cases out of ten, or even more, the distribution committee will carry out the wishes of a donor. But they always reserve the right to say no. And so a trust is established under those circumstances.

Then, of course, very often in the various foundations, a trust is set up for a certain purpose and that purpose disappears. The classic example of that is that somebody left \$20,000 in Chicago to feed the birds and dogs in a certain area of Chicago. A few years later there were no more birds or dogs in that area. Then you have to go to court to change it.

In our case, in the San Francisco Foundation, we provided that if there is an unanimous vote of seven people that the purpose has disappeared, they can divert the funds to another purpose.

Nathan: That would be a vote within the distribution committee?

Koshland: Yes.

Nathan: And how many are there on the committee?

Koshland: Seven. It has to be unanimous.

The San Francisco Foundation

Nathan: Did you have anything to do with the setting up of the framework of the San Francisco Foundation?

Koshland: Yes, I did. I was in on the very start. This was really the brainchild of Marjorie Elkus--do you remember her? Marjorie Doran became Mrs. Charles Elkus, Jr.

Nathan: Yes.

Koshland: At that time she was with the Columbia Foundation.

Nathan: So the Columbia Foundation is older?

Koshland: The Columbia Foundation still exists. It has become inactive, largely inactive, not totally so.

Nathan: Did she have the idea of a San Francisco-based fund?

Koshland: A community foundation that was based on the success of similar foundations in other cities. A classic example is Cleveland, which always seems to be in the forefront of modern, progressive movements.

Nathan: Was it called the Cleveland Foundation?

Koshland: Yes. They were all called either foundations or community trusts. I don't know which Cleveland's is. The New York Community Trust

Koshland: is a very big one. They have many funds.

In the San Francisco Foundation we're celebrating our twentieth year this year. It was quite a struggle to get started, because you had to have some money for administrative affairs, particularly to have a paid professional person. We have John May here. It was pretty tough in the early years getting together the money to pay him and the office expenses. Now it's no longer difficult because we charge the various trusts a percentage as we disburse money, and that keeps the organization going.

Now it's so big that we're even thinking of getting an assistant for Mr. May. He has a very capable secretary.

Nathan: This is most interesting. I take it then that Marjorie Elkus sort of generated the idea of the San Francisco Foundation.

Koshland: Yes, she got me.

Nathan: She got you first.

Koshland: Yes, that's right.

Nathan: And then what did you do when she talked to you?

Koshland: I talked to a few leaders in San Francisco, got them enthused.

Nathan: Do you remember who these people were that you consulted with?

Koshland: Mr. Charles W. Merrill, Mr. William Crocker. The attorney, Harold McKinnon, was one of the early ones. And Mrs. Henry Potter Russell.

We formed what we called an exploration committee to study this, and then incorporated, and, as I say, had a very slow growth for a few years. But now it's growing very rapidly. You and I know where we want our money to go, what we are interested in--but many people don't.

Koshland: In some cases they have no heirs, so they want their money to go to some good purpose and this is an excellent vehicle for them. I think it's great, because, you see, it carries out the wishes of the community.

A person can give money while he lives, he doesn't have to wait 'til he dies for this; but most of it comes from bequests. People can designate the purpose, or even the institution, that they want their money to go to. But, as I say, the distribution committee reserves judgment. It will not take a trust unless it has the final say. Which is very good.

Nathan: Yes, it's very essential. Have you ever been in the position of having to decline?

Koshland: Yes. We have declined very few, but we have declined certain ones, and we will decline anything in which we can see a political purpose. I'm trying to think of a particular one, but there've been so few that they're hard to think of.

Nathan: Have you been on the distribution committee from the very beginning?

Koshland: Yes. I was the first chairman. And then I was succeeded by Mrs. [Henry Potter] Russell, who held the position until her death. She was appointed by the Community Chest originally.

Nathan: You must receive many more applications for grants than you can accept.

Koshland: Many, many more.

Nathan: What sort of philosophy guides you in deciding what shall be answered?

Koshland: Well, there are different views. Committees have different views. One member, such as Mrs. McLaughlin, has a feeling that we ought to spend more money on cultural things, museums, and recreation. I don't feel that we should have a guiding philosophy in that, that we're

Koshland: here to carry out the wishes of the citizens of the community.

Others think that we should favor welfare agencies, and that's generally so. We have many more applications from welfare organizations than from any other category. But there are new needs and new trends. We spend quite a little money in interracial problems now, and the foundation also gives an award every year. It's set up for the person in San Francisco who has done the most for--well, not just done the most for human needs, but has done something outstanding. We've been very proud of the people who've received this.

Nathan: Who has received it?

Koshland: Well, the first one was Mrs. Genevieve Jefferson, who was a probation worker and who prepared a neighborhood, Merced Heights, for the influx of Negroes into this all white area and did it so beautifully, so tactfully, and got people so well prepared for this thing that it became very successful.

The second one to receive the award was a police officer, Lt. Dante Andreotti. He's gone, he's not here anymore.

The third one was a nun, a Catholic nun, Sister Rose Maureen Kelly, went to Selma and marched. She's not here any longer.

Then we had Mr. Pinckney.

Nathan: Percy Pinckney?

Koshland: Yes. From the Hunter's Point area, who's in charge of the street workers, who still exists today and who is doing a wonderful job.

Nathan: The young men who patrol?

Koshland: Yes. Most of them have police records themselves. They're all over the city, but most of

Koshland: them live in Hunter's Point. We give a luncheon at which we present this, you know, maybe have their friends and relatives and members of the distribution committee and a few other leaders in the community. And when Pinckney received this award, the chief of police was there and I want to tell you, when he spoke about him, there wasn't a dry eye in the room. It was really quite extraordinary.

Last year it was a Chinese gentleman, Mr. J. K. Choy.

This particular thing is a small part of the foundation, but it's very good because anybody in the city may nominate anybody else. And the executive, John May, sort of culls it down to about a half a dozen names and then the committee chooses the one person to receive the award.

Nathan: And is this a verbal award, is there any cash?

Koshland: There's \$500 cash that goes with it. This was all set up by one person.

Nathan: I see, someone had the idea.

Koshland: No, someone gave the money. A relative of mine.

Nathan: [Laughter] I wouldn't be a bit surprised. You're not going to tell me any more.

Koshland: No, but no name is connected with it. It's the San Francisco Foundation Award.

Nathan: Now when Mr. Pinckney received his award, were some of the boys and young men there?

Koshland: Yes, four or five of them came to the Fairmont Hotel, all dressed up in their curls. As a matter of fact, my granddaughter was there, Ellen Koshland--very, very blond--she sat between two that had pretty good police records.

Nathan: I'm sure this wouldn't faze Ellen for a single moment.

Koshland: No, not a bit. She's done a lot of work in what we call the hardship areas. She's worked with young Negro children and Mexican-Americans too.

Nathan: Is this near Pomona, where she goes to school?

Koshland: Yes. She does now. But she worked in Richmond one year with Red Stevenson. We were all scared to death. She had to walk three or four blocks after taking the bus. This was the roughest area in Richmond. But it was a good experience. She was particularly impressed by some of the Negro women that worked with her, who were great people.

Establishing and Operating a Foundation

Nathan: I'd like to go back a little to the early days of organizing the San Francisco Foundation. Let's see, first Marjorie Elkus talked to you, and then you talked to a group of people you thought would be interested.

Koshland: Yes.

Nathan: Then what happened?

Koshland: Then I called a luncheon of maybe a dozen people and we set up an exploration committee that studied this in other cities and the needs here. Then Harold McKinnon volunteered his services to draw up a charter and incorporate and then we were in business. We had to rely on gifts first to run this thing.

We even went to the banks. The banks supported us for a number of years. They didn't like it very much because banks don't like to spend money.

Nathan: They weren't lending it, they were just giving it?

Koshland: Because they benefit from it, because the funds are all set up in the various banks. The banks are a part of this. The foundation itself has no money. The money is all in banks, under the various trusts, although there is a sort of a general fund set up in one of the banks, which changes from time to time, for the smaller gifts and gifts that don't require a separate setup.

Nathan: Then who determines how you spread it out among the banks?

Koshland: The person who draws up the will or sets up the trust, while he's still alive, designates the bank. So we don't have anything to do with that. We only designate a bank to have the general miscellaneous fund, and that varies from year to year so that they all get a crack at it.

Of course, one of the chief duties of the executive secretary is to be in touch with the bankers and the lawyers who advise clients as to disposition of their funds. That requires a person of parts, and John May is that sort of person.

Nathan: Oh, yes! I can see how effective he would be. Now how did you find him? Did your committee search for the right person?

Koshland: John was in business up in Seattle. I don't know just how we happened to come in contact with him, but it was a very fortunate thing. He's going to retire now in about seven or eight years. We're beginning to think of the future. Of course, we've never paid him properly, but we can't pay him more than we can afford. He actually could get a much bigger salary going east, but the California climate and surroundings keep him here. I feel guilty at times; we take advantage of him. He happens to be a good friend of mine, so I'm very sympathetic to him. But still we can't pay him what he deserves because we haven't got the money in our administrative fund.

Koshland: There's a new development which we have to do something about, because now everybody who has problems of fund raising in welfare, education, and things like that, immediately thinks of the foundation. People like myself, we send everybody to John. So he has too much time taken up in listening to people and all their problems rather than checking on the various formal applications that he receives. He feels, and we all feel, that we have to do something to relieve him of this thing of listening to every Tom, Dick, and Harry that comes along with an idea. The easiest way for me to get rid of it is to say, "Go see John May."

Nathan: You need a resident social worker. Of course, John May is a knowledgeable man.

Koshland: Oh, very knowledgeable. And, of course, so is Mrs. Chance of the Rosenberg Foundation. But that's more circumscribed, the Rosenberg. The purposes have to do more with projects affecting young people.

The Idea of Seed Money

Nathan: In general, how do the foundations see their role?

Koshland: You know the tendency in all foundations these days is to give seed money. They'll pay for a project for one year, or maybe three years. And, of course, they always look out to see if the project is successful, where the funds are going to come from to carry it on. That's one of the things that the executive examines before he presents it for approval.

Nathan: So you feel that the pattern is to provide the

Nathan: seed money rather than to get into the continuous supporting role?

Koshland: Yes, we try to avoid as much as possible just giving money for running expenses of organizations when they're once established. Of course, we give them money for special projects. It may not be just seed money, but the Campfire Girls, the Girls Scouts, require some equipment for a camp, which we're inclined to look on with favor, although we don't concentrate too much on that.

Of course, there's a tremendous appeal to the hospitals. We could spend all the money and millions more on the hospitals, so we have to limit that to a certain amount of money that we'll give to hospitals every year.

We avoid giving money for buildings.

Nathan: Capital things?

Koshland: Yes, concrete. Bricks and mortar.

Nathan: So it's more program?

Koshland: It's program, human beings, and that sort of thing.

Nathan: This whole business of the development of the foundations is a fascinating one. I'm delighted that you're talking about it.

Koshland: Then, of course, there's this whole matter of the foundations that engage in questionable practices, which are being investigated by Congress now. Mr. Patman, particularly.

Nathan: Wright Patman?

Koshland: Yes, he's after them, and in some cases he's right.

Nathan: Yes, I suppose the foundation can be an escape, too. It can be used wrongly.

- Koshland: And it can be a device to give family members jobs, you see. Sure, you form a foundation and have some ne'er-do-well in the family and make him director of the foundation and give him enough to live on, and this is tax-exempt deduction. So we have to steer clear of that.
- Nathan: Shall we pick up a little more on the foundations? You were saying that the idea of the seed money is one that foundations like.
- Koshland: Yes, even the big foundations like Ford and Rockefeller do that.
- Nathan: Then what happens? Who is expected to carry on the funding of the enterprises that the foundations have begun?
- Koshland: Very often it's the community fund, like UBAC [United Bay Area Crusade] or Community Chest that is expected to take over if the thing is a success. Or the directors of the agency, if it's a hospital for example, will be able to include it in their budget, hopefully, two or three years from now.
- Nathan: So, in a sense, do you feel that this is experimental or risk investment?
- Koshland: Yes, many of them are. You have the racial problems that you are trying to meet. We have new thoughts and new ideas, for example, tutoring programs we've supported, where students from the University or colleges have done individual tutoring in slum areas in their vicinity. We've supported Stiles Hall, just recently gave a considerable sum to Stiles Hall.
- Nathan: Oh, is that for the Mexican-American tutoring project?
- Koshland: Yes, that's right. That's an example. We didn't give them enough to do it entirely, but they are expecting to get funds from another private foundation. That's an example.

- Koshland: Now, we don't know just how this will be funded after two or three years. Of course, in this Stiles Hall setup they've gotten some federal funds, too. So there is no real, absolute assurance that it will be carried on. The project is so worthy that we help it with the hope that they will be able to work it out. But we won't be able to give it to them for more than a year or two.
- Nathan: So necessarily, then, you favor innovation. But sustaining is really not something that you can expect to do?
- Koshland: No. Oh, we get dozens and dozens of applications each month from organizations who have a deficit and ask us to help meet the deficit, and we rarely do that although once in a while we do.
- Nathan: So you don't like to build buildings and you don't like to meet deficits.
- Koshland: That's right.
- Nathan: You're really pushing for new programs.
- Koshland: For new, imaginative programs that have a promise of developing into something constructive and important in the community.
- Nathan: You were saying that the Rosenberg Foundation has a different emphasis than the San Francisco Foundation.
- Koshland: Their emphasis is on child welfare.
- Nathan: Have you been associated with the Rosenberg Foundation, also? Have you been on the board?
- Koshland: No. no. But I've always known the executive and people on the board.
- Nathan: Is Mrs. Jackson Chance the executive?
- Koshland: Now, yes. Mrs. Ganyard was the one before her, Leslie Ganyard.

Nathan: My, they've had interesting people.

Koshland: Oh, and she was wonderful, Mrs. Ganyard. And Mrs. Chance is every bit as good.

This is a vast subject. There are thousands of foundations. Of course, the foundations can only give to tax-exempt, non-profit agencies.

Some Possible Pitfalls

Nathan: You were saying a few moments ago that foundations can be misdirected and misused, also.

Koshland: Yes. Sometimes. An example would be when a foundation buys into a business and profits from the business. Now, that's not illegal, but if it's being used to feather the nest of individuals who run this business, that's improper use of the money.

A foundation may buy a building, or engage in a business, if the proceeds are all used for charitable purposes, and the salaries within that business don't go towards helping friends or families of members of the group who set up the foundation.

Nathan: Now, for example, in the San Francisco Foundation, is there anything in your charter or by-laws that precludes the hiring of people connected with directors? Or is that not necessary in that foundation?

Koshland: No, that's not necessary, with the type of a board that you have there. You have seven people who are people of probity.

Nathan: But for example--I don't know anything bad about the Ford Foundation, so this is just a

- Nathan: hypothetical case--but presumably the Ford Foundation would have to be careful not to fall into these various hazards of hiring the wrong people.
- Koshland: Of course, it has to be. The Ford Foundation is right out in the forefront, as are the Rockefeller and Carnegie Foundations. So although Mr. Patman investigates them and sometimes is rather belligerent about them, it's not in that connection. He sometimes thinks they're supporting activities which are--let's say too liberal, or too far out. That would be the basis for attacks that have been made occasionally on those very big ones.
- Nathan: You were suggesting a little earlier that sometimes programs the seed money of the foundations helped to start move into, say the Bay Area Crusade, into the privately financed enterprise.
- Koshland: Yes.

The Consortium

- Nathan: And do they also end up under the aegis of government, too?
- Koshland: Oh, yes. Quite often there's a fair assurance that the government will take over an activity under one of its programs. Sometimes money is given, seed money, to a project for which there is not great future planning. Maybe it's a project that is very important only for the immediate future, so it's on a very broad basis.

But the general trend is for these other programs. For example, if right now, you may know about the consortium that the five San Francisco universities and colleges set up,

Koshland: where Alvin Fine works now.

Nathan: I'm not familiar with that. Can you tell me about it?

Koshland: This was an idea that came from the universities, the five universities that are San Franciscan, that is the University of California through its medical school up here, USF, State College, City College.

Nathan: Is Stanford in on this?

Koshland: Stanford is not in San Francisco. We have allocated money, not all the money. They're supposed to get it from some other sources. Alvin Fine has taken a leave of absence from State and City Colleges, where he has a job, to do this job, which is to see how these educational institutions can work with city departments in planning to solve some of the problems of the city.

Nathan: This is now being financed by the San Francisco Foundation?

Koshland: Largely, not entirely. This is an experiment, and it is hoped that these universities will provide funds to carry this on, if it is a good enterprise. This is experimental.

Nathan: Now, let's see, we got four of them--you mentioned Cal, through its medical school, USF, San Francisco State, City College....

Koshland: I think Golden Gate College would come under that.

Nathan: Yes. How long has this consortium been in operation?

Koshland: The five colleges have been planning for some time, but they're just in business the last couple of months. They have an office over here and Alvin Fine is a full-time employee of the consortium.

- Nathan: So they are in touch with city government, I take it, or will be?
- Koshland: I don't know just how far they've gotten or what they're doing, but that's the purpose of it.
- Nathan: It's a wonderful idea. Where did the idea come from, do you know?
- Koshland: I don't know. It came from the university people. Well, you see, the universities all have departments that are interested in urban development, redevelopment, planning, city planning. Even the criminal activities within a city, juvenile court, all this sort of thing. Environmental Design at Berkeley, for example.
- Nathan: I suppose Sociology and Social Welfare and all the others come into this.
- Koshland: Oh, yes! I think it's too early to tell just what will be included. There are plenty of problems. How many of them they can tackle I don't know. And, of course, there's great talent in all of these universities, experts.
- Nathan: Well, the early financing of the Council for Civic Unity was by....
- Koshland: The Rosenberg and Columbia Foundations. But then, after about three years they were on their own.
- Nathan: This is one kind of pattern that develops.
- Koshland: Yes. And then, even though they were through with basic support, the San Francisco Foundation has occasionally helped out particular projects of the Council.

Functions of the Levi Strauss Foundation

- Nathan: I do want eventually to get more into the development of the Council for Civic Unity. But I'd like to go back now to the foundations. Are you active, or have you had much to do, for instance, with the Levi Strauss Foundation, the business foundation?
- Koshland: Yes, well, the Levi Strauss Foundation is simply a device to do the charitable giving that would be done by Levi Strauss & Co. Levi Strauss each year from its profits devotes a certain amount--that is it gives, makes a charitable contribution to the foundation, which is run by a separate board of four or five people. The board receives applications and allocates funds, for example, to the Community Chest, in all the cities where we have plants. We are part of the community. We have a factory in Knoxville, Tennessee. We feel that we have to do our share, Levi Strauss & Co.; we do that through the foundation.
- Nathan: Are you on that board?
- Koshland: Yes. Walter Haas, Sr., and Jr., and Peter and I are the board.
- Nathan: It's a pretty knowledgeable board.
- Koshland: And there, of course, you have again an enormous number of applications and you have to pick out the ones that are worthy, number one, and also where it's of interest to Levi Strauss & Co.
- Nathan: Are you interested in certain things, like literacy programs? Is that the kind of thing that Levi Strauss is especially interested in? Or some other kind of program?
- Koshland: No, they're interested in all the myriad matters that come up--educational and charitable. Mostly

- Koshland: charity. Religious requests come to us. If a new cathedral's being built, we give to that, Levi Strauss Foundation does, whereas the San Francisco Foundation would be very slow to give. We have given, we did give to Grace Cathedral.
- Nathan: The St. Mary's fund?
- Koshland: St. Mary's, yes. Other areas, hospital funds. Levi Strauss as such, is involved, because our people use the hospitals, because you use the Community Chest agencies and the Jewish Federation. We have, naturally, a particular interest.
- Nathan: I take it you don't have a separate distribution committee?
- Koshland: No.
- Nathan: The board?
- Koshland: Just the four people of the board. Of course, as individuals we have particular interests in the community. We can be much more individual, exercise individual tastes. But this is mainly to meet the obligations of Levi Strauss & Co. in the communities where they operate, chiefly San Francisco and the communities where we have manufacturing plants.
- Nathan: And how many plants?
- Koshland: We have twenty-five. Also the Levi Strauss Foundation does give some scholarships to universities in the areas where we have plants. Now we don't give them wherever we have a sales office because we have a sales office in many, many cities, just the same as say, Standard Oil of California can't contribute in every community where they have a Standard Oil service station.
- Nathan: Is there a certain amount of autonomy on the part of the local branch of Levi Strauss in what they want to contribute to? Do they advise you? For example, would Knoxville, Tennessee say,

Nathan: "We're particularly interested in a new hospital?"

Koshland: Yes, sure. They have to get the authority from here. What we're in the process of doing now is giving them a certain amount of independence or autonomy for small gifts and limits for their Community Chest and city-wide events and needs. But for any substantial amount it's got to come from here.

Nathan: I see. Well, as a very experienced fund raiser, perhaps you come across this complaint that some big industries and enterprises in a community will say, "We can't make a contribution. Everything has to come from the head office."

Koshland: Yes, this is true.

Nathan: And sometimes this is difficult.

Koshland: Well, take for example the UBAC [United Bay Area Crusade]. In California we have the branch banking system where every community has a branch of the Bank of America, and wants money for its charitable agencies. Well, the banks used to do the same thing as Levi Strauss. It all came from the central office, but now they've given a certain amount of autonomy and the branch managers have a limited amount of discretion.

Fund-Raising for the Independent Colleges

Nathan: Can you give an example?

Koshland: The best example I can give you of that is that I am interested also in the board of the Independent Colleges. These independent college organizations appeal to corporations, mainly. For example here you have the Holy Name society, the Dominican College in San Rafael, Notre Dame

Koshland: in San Mateo, Santa Clara University, St. Mary's. These are all banded together. They get corporate support and then they divide it among these colleges, usually somewhat in proportion to the number of students they have.

When most of the very big, giant corporations in New York give to these independent colleges, by the time it trickles out here they get very little, but it's a very good procedure. For example, we have seven of the independent colleges here in northern California. The Levi Strauss Foundation, for example, gives to that--then we avoid having seven different appeals, people coming in.

This way it's a great convenience and it gets more for the colleges. Now the colleges each solicit money on their own. But they don't solicit corporations. They solicit individuals. And this works out very well.

They have in southern California a very interesting thing. Now in northern California, of the seven colleges, six of them are Catholic. The University of the Pacific is the main non-Catholic one. In southern California it's just the opposite, they're mostly Protestant. But they're a fine group of people.

We meet once a year--oh, we meet more than once a year, but once a year I give the lunch party at the Concordia Club. And I can assure you that the presidents of some of these colleges--at least half of them--are women. So the Concordia Club gets an annual influx of nuns floating in and everybody looks at them. [Laughter] But the nuns love the Concordia food, so they always ask me if I'll do it once again. Just had it a few weeks ago there.

Nathan: How did you get on that board?

Koshland: I was asked. I guess George Dean, who was one of the vice-presidents of the Telephone Company, became one of the first ones. He became interested

Koshland: several years ago and decided that the board should be built up to include businessmen. At first it was just made up of the presidents of the colleges. But this has given great help to have businessmen on. They've a very good executive here who works with us individually to open the doors to the various corporations of the community. They don't raise any vast sum of money but it's very helpful to the colleges.

These nuns, sisters and mothers, are very knowledgeable women. I had an interesting experience a few years ago. The mother superior, her name was Mother Justice, over at Dominican, San Rafael, asked me to go over--you see Howard [Friedman] was the architect and wanted the use of my brains in the fund raising. I went over there and met the most remarkable woman, named Mother Justice. I wasn't there five minutes before I realized that she knew a lot more about fund raising than I did. It's a strange thing that these Catholic institutions, the various orders, like the Dominican, don't get money from the Church.

Nathan: They don't?

Koshland: The Dominican over in San Rafael doesn't get one cent even from the parish in San Rafael, so these women have to scout around and get money to build their schools and hospitals.

Nathan: That's news to me.

Koshland: It was news to me. And they do extraordinarily well. Now I don't know that that's entirely true, I can't say it's true. But I know from my own personal connection with Dominican, I was told that they get nothing from the Church. And they have a big program. I think Dominican here has a high school, or a hospital in Reno, Nevada, which they run.

Nathan: Do they appeal to the non-Catholic community? Well, of course, they were talking to you, but

Nathan: as a general rule do they appeal to people outside their religion?

Koshland: I think most of their money is Catholic money. But the device of this independent colleges fund is helpful to them in raising funds from the general community. But this composition of the fund here in northern California I don't think is typical, because there are independent college organizations in many of the states. Then there is an overall national association of all these. Mills College, for example, is not in, because they feel they can do better, and USF is not in. They feel that they can do better, and they do, not being in this organization. They're more powerful bodies.

Nathan: I suppose the alumni groups must solve certain problems.

Koshland: They all have fund raising organizations within their own administrative set up.

Nathan: Have you ever been involved in fund raising for Mills, for example?

Koshland: No, I've given to Mills. My brother-in-law, across the hall here, is now the Advance Gifts Chairman of Mills. Walter Haas, Sr., oh, he was very much involved. They had a very successful campaign during the regime of Easton Rothwell, who was quite a wonderful leader.

Nathan: What did you learn from Mother Justice when you went over to San Rafael?

Koshland: She asked me to give her names of the prominent Catholic lay leaders over here who would be helpful to her. Well, I found out that she knew every one of them and was in touch with them, for example. She asked me about other people here that I never would have thought of. For example, Howard [Friedman, Phyllis' husband] does architectural work. When he first was approached on this, he went over to the Dominican and took a lot of material. You know an architect

Koshland: takes examples and papers and pictures and blueprints of what he's done. He brought them over to show to Mother Justice before he was hired to do anything for them. He said, "I brought my papers along."

Mother Justice said, "I don't want to see them. I know all about you."

Nathan: She had done her homework first.

Koshland: Yes, exactly. Catherine Julie is the name of the one now down at Notre Dame. Just as smart as a whip. That's at Notre Dame down here at Belmont.

One of my troubles, that I hope you've been able to discern, is that I'm involved in so many things that I don't know an awful lot about any of them. Well, I have been involved in foundations since the beginning of the San Francisco Foundation and these other foundations. We haven't talked about the Newhouse Foundation.

Nathan: Let me make a note of that. I'd like to ask you about the Newhouse. Are there any others?

Koshland: I'm on the Tanforan Foundation. The College of San Mateo Foundation.

Nathan: Maybe we can pick these up next time we meet. Are you involved in more?

Koshland: Foundations? No. Tanforan figures very little. Newhouse Foundation is an interesting one. And the College of San Mateo Foundation has just been set up. It's an example of a new enterprise. The college has received a certain amount of gifts from alumni and teachers who've died. It's small now, but it could grow.

Nathan: This is Mr. Bortallozzo's school?

Koshland: Yes.

The Newhouse Foundation

Nathan: Just a few words about three foundations that we had left pending from before: Newhouse, Tanforan, and College of San Mateo. What is the Newhouse Foundation?

Koshland: The Newhouse Foundation was established by the last of three Newhouse brothers who came to this community and were quite successful. The last one, the last survivor, established this foundation, having no heirs. None of them were married.

The foundation is divided in three parts. One third of the expenditures goes to Jewish individuals who are in difficulties. One third goes to Jewish organizations, and one third goes to scholarships on a non-sectarian basis, to Stanford University and the University of California. The amount to be spent each year is prescribed by the will and subsequent court rulings. So actually the foundation has grown in size and now has close to \$5 million in assets.

Nathan: What is your association with it?

Koshland: I'm on the board. Right now I'm chairman of the committee on organizations.

Nathan: Have you been involved with it since it was established?

Koshland: Since it started, yes.

Nathan: Do you remember the names of the three Newhouse brothers? Or at least of the last one?

Koshland: Arthur. The one before him was Hugo and the first one to die was on the board of the San Francisco Bank, I've forgotten his name.

- Koshland: The president and vice-president of Temple Emanu-El and the president and vice-president of Sherith Israel were originally appointed to the board, by virtue of their office. And I'm still on as a designate of Temple Emanu-El. Harold Zellerbach is the chairman, has been for some time. It's a very useful organization in the community.
- Nathan: The composition of the board, then, was...?
- Koshland: The board consists of the designates from Sherith Israel and Emanu-El, some old friends of the Newhouses, and a representative from each of the universities.
- It's more or less followed this formula. The will specified that the president and vice-president of these two congregations should be on the original board. That's the way I came, and now I'm designated. But I haven't been either the president or vice-president of Emanu-El for many years. I still hang on.
- Nathan: It must be an interesting assignment.
- Koshland: It is very interesting. The money is well spent.
- Nathan: When you say that you have not been an officer of the congregation for many years, were you in the past?
- Koshland: Yes. I was vice-president of Emanu-El for a number of years.
- Nathan: You were saying earlier that in your own evaluation you were not a religious man, primarily. When you were an officer of the congregation, did you feel that you had to attend services on a more regular basis then?
- Koshland: Yes, sure I did. It still happens to the officers of today and of yesteryear. When you become a president or a vice-president, you have to go, you feel obliged to go more often than you do generally. Depending on the conscience of the president, there is certainly more attention to

Koshland: the duties that are imposed on him by virtue of the office. The last one was a good example; you know Ernie [Dr. Ernest] Rodgers. He was an excellent president. Now it's Rennie [Reynold] Colvin.

Nathan: That will at least get him to services, won't it? I shouldn't say that. Maybe he went anyway.

Koshland: Who?

Nathan: Rennie Colvin.

Koshland: He just started so I don't know how often he goes. I haven't been there often enough to know.

I think that's the end of what I have to say about the Newhouse Foundation.

The Tanforan Foundation

Nathan: What is the Tanforan Foundation?

Koshland: The Tanforan Foundation is just a foundation that spends the proceeds of one day's racing at the track up here. The money received, which is somewhere between \$15 thousand to \$30 thousand. It is divided up among a large number of charities in relatively small amounts, with some emphasis on the hospitals of San Francisco and Oakland.

Nathan: And how did you get on that particular board?

Koshland: Somebody asked me to serve. It's not very important. They have a meeting once a year, so you see, it's a very minor chore.

The San Francisco Foundation we've covered, I think, previously.

The College of San Mateo Foundation

Nathan: We have, right. The other one was the College of San Mateo Foundation. That was a new one to me.

Koshland: That is new. The College of San Mateo is a public institution that has received modest gifts, primarily from retired and deceased teachers. It has now amounted to an excess of \$100,000 so the college board decided to form a foundation. I'm on the advisory committee, together with four or five others, which I'm very glad to do.

I have great admiration and affection for this college. In fact, that's why I wasn't here yesterday. I went to the inauguration of a scholarship fund which was started by the students to honor their president, who is leaving and going to Stockton.

Nathan: This is Mr. Bortalozzo?

Koshland: Yes.

Nathan: What would this foundation's money be spent for?

Koshland: Scholarships, solely.

Nathan: Are the student scholarship fund and the foundation fund different?

Koshland: No, that's the foundation, and its purpose is to give scholarships. The one that started yesterday, the Bortalozzo Scholarship Fund is a fund created by the students.

It's for scholarships in honor of Bortalozzo and the scholar or scholars--depending on the amount of money they get--will be selected by Dr. Bortalozzo himself, even though he's not here. He stressed yesterday that he will select students,

- Koshland: true, who are good scholars, but he's looking for leadership. He feels that the crying need today is leadership and he announced that that will be his policy of selecting the students every year.
- Nathan: It is tremendously flattering to him that the students would want him to do that.
- Koshland: Yes. The students love him, so does the faculty. This is going to be a great loss to our community. Although the new man may be very good, too. Mr. Ewigleben. You know German, you know what it means?
- Nathan: No. What does it mean?
- Koshland: "Live forever." Ewig means forever, and leben is live. I haven't met him, but he'll take over the first of July.
- Nathan: It's sometimes difficult to follow someone who is very much loved.
- Koshland: I don't envy him. It's a terribly difficult thing. He evidently is not the type of man that Bortolozzo is, very outgoing and enthusiastic and excitable and dramatic. So it's a tough assignment. I'm sure he will probably be a very good man.

THE LIFE-SPAN OF CIVIC AGENCIES

- Nathan: Unless there's something more you would like to say about foundations, perhaps we could push on and talk a little about some other philanthropic agencies. Were you involved in the building of Maimonides Hospital?
- Koshland: Yes, I was, in some committees. You'd be interested to know that even though I've been active in Jewish philanthropy for forty-five years, I've never been on the board of any of the Jewish agencies. I've been asked but I had some reason or other not to be. Most people wouldn't think that possible, but I have never been on the board of directors of any of the Federation agencies in San Francisco.
- Nathan: That must have taken some foot work on your part.
- Koshland: [Laughter] Very nimble foot work, yes.
- Nathan: Well, perhaps it enables you to be a bit more detached in your judgment.
- Koshland: Well, I think, that's true. The board of the Federation itself I've been on. I was just talking about the agencies.

Maimonides Hospital

- Nathan: Do you remember when Maimonides was being built, what was the name of the architect, a very eminent architect, who designed it?
- Koshland: Eric Mendelsohn.

Nathan: Eric Mendelsohn, of course. What was the purpose of the building of Maimonides Hospital, originally? Do you remember?

Koshland: The purpose was to provide a suitable institution for chronic illness, particularly chronic illness of relatively short duration. It was not intended as a custodial institution. I was on committees but I was not a leader. You remember that this was really the brain child of Hyman Kaplan.

Nathan: What was Mr. Kaplan's job?

Koshland: He was the executive director of the Jewish Welfare Federation and also of one of its agencies, the Jewish Family Service Agency.

Nathan: I take it, then, that eventually it was discovered that Maimonides wasn't needed, or somehow didn't work out too well.

Koshland: There was an agency outside the Federation, called the Hebrew Nursing Home. They finally were merged. Maimonides became a financial burden on the community, so eventually it was sold and the patients were divided primarily between the Jewish Home for the Aged and Mount Zion Hospital. The hospital today still has a rehabilitation section, or wing, which carries on the work that Maimonides did; it's a more modern way of doing it.

Nathan: Is there any screening agency now that would perhaps have been able to tell that this would not have worked out?

Koshland: There is a screening agency between the Jewish Family Service Agency and the Home and the hospital, for admission policies to the three institutions. Hmmm, no, these things come up. Progress, development, new approaches. I don't think if it had come up today it would have been treated any differently.

We have more social planning organizations now than existed then, that's true. The Health

Koshland: Facilities Planning Association in the Bay Area now would, no doubt, be consulted in a similar situation.

We've had lots of studies that have been made in the Bay Area. A very complete one has just been made of the health facilities of San Mateo County. My brother [Robert Koshland] headed the committee that made this survey, committee of fifty experienced people.

They came up with a report which has now become quite controversial, because in this report they recommend that two of the health facilities--a former tuberculosis hospital and a rehabilitation hospital--should in the long run go out of business, and that the existing hospitals should take over the work that they do. This, of course, is very much resisted by the people who presently are working for the two institutions. He's been under quite severe attack, but he stands up to it. It's just a matter of timing. It's going to happen. It's just a question of how long it's going to take.

The Council for Civic Unity

Nathan: Phasing something out must be hard.

Koshland: Very difficult, sure. When jobs are involved, it's very difficult to change an institution or an agency. The Council for Civic Unity, which we discussed before--once or twice had the occasion (when they were changing executives) to finish it, but it didn't happen. It even hasn't happened now. They're still struggling to keep it going, even though they have no executive, haven't enough financial support to have an executive.

Koshland: Then the president of an agency doesn't like to have it go out of business while he's president. It takes an awful lot of courage to do that.

Nathan: Is Mel Wax the president of the Council for Civic Unity now? He was.

Koshland: He was. He's the one that bore the brunt of the recent difficulties there. I forget who it is now. I'm not on the board any more.

Nathan: The tenacity that institutions have!

Koshland: Oh, yes. It's just amazing. The council is evidently going on although it has no finances. It has members but not enough money to hire an executive. There are people who think it must continue.

And, of course, there's always the danger that if an agency--a reputable one--goes out of business, some disreputable people may try to form a new one to carry on. That's one good argument for staying in business.

Nathan: To occupy the field.

Koshland: Yes.

Nathan: I had been talking to Ed Howden some time past about some of the people who had been involved in the early days of the Council for Civic Unity. I wondered if there were any of them who came to your mind as being particularly important leaders and particularly influential.

Koshland: Do you mean who are leaders today, or then?

Nathan: Who were important then, at the time, and who may have influenced housing policy to some extent and employment policy.

Koshland: That's a lot. Eugene Block was in on the beginning when I was and still is with them.

Nathan: Oh, he's still an advocate of its existence?

Koshland: No, no, I didn't say an advocate. He goes along. He's a good citizen. More than I can say for myself. All these people were in and out. Gibson was an executive, but wasn't very good. Matt Crawford was active. He was a Negro, I don't know what happened to him.

Nathan: I think he went to work with the Berkeley Co-op for a while.

Koshland: Yes, but I haven't heard of him in years. Harold Boyd was the real founder of the Council of Civic Unity. He was the Controller of San Francisco. I only took it over when he died very suddenly.

Nathan: He must have been an extraordinary man.

Koshland: He was. He used to talk about our enemies [laughter] which included, among other things, any Republican because he was an ardent Democrat.

Nathan: Did he know about you?

Koshland: Oh, yes, oh sure, but that didn't stop him from speaking his piece. Senator [Jack] Tenney was never a member of the council. He was one of the "enemies."

As time went on the council became more and more respectable. Actually, at the beginning we had a couple of Communist members on the board. Our conservative mayor, Roger Lapham, approved of this, thought the council should have all shades of opinion. They gradually left. One of them went to jail. There was a woman, what was her name...?

Nathan: Oleta O'Connor Yates?

Koshland: Oleta Yates. She's dead now. Over the years we became more and more respectable. Part of that was the support of men like George Christopher, Jesse Colman. And then Ed Howden himself got some

Koshland: young businessmen interested. So in its latter years it's been a fine representative organization of the community.

Nathan: What is your view about the proper composition of an agency like that? Do you think it should try to cover the whole political spectrum, or is it better off being more narrow?

Koshland: Well, thinking of the council itself, I think, it was better to have the covering of as wide a group of community leaders as possible, because it was a council for civic unity. You needed that if you wanted to achieve unity. But you see, as time went on all these other organizations started up which had a much narrower field, like CORE and NAACP and even the organization that Rap Brown now heads, the Student Nonviolent Coordinating Committee, and others.

Nathan: So the question of how the field is occupied really does influence an organization, doesn't it? Considering who else is in the field may make you change.

Koshland: Well, yes! That's one of the reasons I felt the council was no longer needed, because there're so many other organizations that have sprung up that take care of more narrow fields, such as employment, health, and education.

When the Council of Civic Unity started-- there were no Negro doctors, there were no Negro nurses in any of our hospitals. I guess the county hospital took care of the indigents because none of the other hospitals did. But now they all have minority people on the staffs, nursing and the whole gamut of employees that work for hospitals, and many other institutions.

I remember once a Negro actor here whose wife had to go to the hospital, and I helped get here into the hospital, Mt. Zion Hospital. In those days there was no Negro doctor who could perform an operation or treat a patient in a hospital.

Nathan: They couldn't get on the staff?

Koshland: No. And I arranged that this woman's doctor could be present when the doctor operated on her, and watch this, but not participate. A long way from those days to this very month, when Mt. Zion is considering acceding to a request from the Negro community to have Negroes on the board of directors.

Nathan: It'll be interesting to see how that works out.

Koshland: It will happen. This was a demand, it was more than a request. The instant reaction with me is, nobody's going to tell us whom to put on the board of directors of an agency. But after calming down from the first reaction, (I'm not on the board) the group of the federation realized that this is a valid request, and it could happen.

Nathan: Are there Negro doctors on the staff now?

Koshland: Yes.

Nathan: So that step has been taken.

Koshland: Oh, yes! And nurses. There were no Negro nurses in Mt. Zion Hospital in 1946-47. I don't know when they first started taking them. They first started in with the aides, I guess, more and the orderlies. Then went on to the others.

The Constraints on an Agency Leader

- Nathan: I think it was also in connection with the Council for Civic Unity that you were saying that an executive of an agency, or the president of an agency, is not entirely free to speak his personal views.
- Koshland: I feel that very strongly. The president or executive of an agency represents that agency and is not free to express his independent views if they run counter to the interests of the agency as interpreted by its board of directors and membership, which was one of the reasons that the council started to fail. The president and executive became interested in very active Negro causes and went beyond the views of the majority of the board of directors, who still felt that you had to take a moderate point of view when you're representing a so-called unity organization. You don't agree with that?
- Nathan: I do agree very much. During your term of office your life isn't entirely your own, I think.
- Koshland: No, that's right. That view is carried on in the League of Women Voters, isn't it? Very much so.
- Nathan: This is absolutely essential, in my point of view, but I hear other views so often. I'm interested to hear you put it this way. Do you think we've buried the council now? Is there anything more?
- Koshland: No. It's still struggling to stay above water, but I think its possibility is very slim.

Homewood Terrace

Nathan: Thinking in terms of the way agencies sometimes have to shift their ground, have you been interested in Homewood Terrace, specifically?

Koshland: No, only in being on committees that have studied it in the past. We all have an inheritance from our parents and grandparents from the early days of Homewood Terrace. Homewood Terrace is entirely changed now.

Nathan: Was your mother interested in the beginning of it when it was an orphanage?

Koshland: Oh, yes. My mother, my mother-in-law, everybody I knew. I was one of the earliest critics of it because it didn't conform to modern methods. The executive for many years was Dr. Samuel Langer. He was an excellent man, but he didn't like to keep records because he said the records were all here [pointing] in his head. [Laughter] And he knew every child backwards and forwards, and he didn't care to carry out any modern methods of record keeping. That led to his ouster, finally. The whole thing has changed now. The people that run Homewood Terrace and all our agencies are young, by and large younger people than were board members in the days of my mother.

Nathan: I suppose it has changed primarily from being an orphanage to a different kind of service now.

Koshland: Oh, it's not really an orphanage at all anymore. It's an institution for difficult children, and places children in foster homes, also.

Nathan: It seems to have been able to adjust to the changes.

Koshland: Oh, yes, sure it has.

- Nathan: So maybe your early criticism did some good.
- Koshland: Well, I don't know. All our agencies have changed. Even the Home for the Aged has changed a great deal since the days it was originally established. It's a near hospital now. It never was before.
- Nathan: Is it because older people are now in need of different care?
- Koshland: Yes, I suppose. The progress in geriatrics, generally. Our old people's home still has a very close connection with Mt. Zion Hospital, even though it has some medical facilities within itself.

The California Social Hygiene Association

- Nathan: There are still some things that I would like to ask you about. Before we get into your more political appointments, perhaps we could talk a few minutes about some of your other civic interests. For example, the Hygiene and Health Association.
- Koshland: I was one of those on the California Social Hygiene Association.
- Nathan: It was called the California Social Hygiene Association?
- Koshland: Yes, I think so. Fully covered in every way by deposition of Mr. Lawrence Arnstein,¹ who is the

¹See ROHO interview with Lawrence Arnstein. Lawrence Arnstein: Community Service in California Public Health and Social Welfare. An Interview Conducted by Edna Tartaul Daniel, Berkeley: Regional Oral History Office, University of California, 1964. 292 pages.

Koshland: founder, mentor, spokesman, and indefatigable worker. I don't think there's much to say except--I've said it before--I think this was a unique organization in that it was one man with a very distinguished board of directors whom he used individually whenever he needed them to carry out his program.

Nathan: He more or less established the program?

Koshland: It was all on his initiative. He didn't originate child care centers, but he got into the matter when there was a move to do away with them. He took it on as a cause. My first connection was during the war when he became interested in social hygiene then, venereal disease problems, and the number of young women that came to San Francisco because of this being a military center, primarily for the navy. He got interested, tried to rehabilitate many of these young women, who were only prostitutes for the moment. He did a wonderful job there, too.

The one thing that was unique was the way that he would use one director for one purpose and another for another purpose. For example, I went with him once to see the chief administrative officer of San Francisco to save a certain institution when it was about to be cut out from the budget. Then he'd use some other director of something else. Both Ray Lyman Wilbur and his sons were always active in this.

I think that's all covered in Lawrence Arnstein's record. Nothing more for me to say except to praise him.

Nathan: [Laughter] I'm sure that will be well taken, too.

The San Francisco Housing Association

- Nathan: Do you remember the San Francisco Housing Association with Catherine Bauer, Howard Moise, Alice Griffiths, Martha Gerbode? Do they ring a bell with you?
- Koshland: They all ring a bell with me personally. Of course their interest was housing, but I was never active in this except to support it, maybe financially at times. Alice Griffiths was one of the great women in my life. She was just a wonderful person.
- Nathan: Why was Alice Griffiths wonderful?
- Koshland: Well, she was a grande dame who had a feeling for people, for what we call today the poor, and did something about it, in housing, which you've mentioned.

In settlement work, she and her great friend Elizabeth Ash were the godmothers of the Telegraph Hill Neighborhood Association, which still exists. For many years, she was the only woman on the board of the Community Chest of San Francisco, until I became executive committee chairman there and I put on another lady, who is alive today. And thereby I made an enemy of another lady, a friend of Ruth Turner's whom I didn't put on the executive committee. [Laughter]

Of course, that's all changed now. All these important committees have women on just as much as the other sex. My only problems now, with Levi Strauss & Co. are when my wife thinks that there must be something wrong if we don't have a vice-president who is a feminine leader. Of course, we have a great many people in this organization, women, who as I say, at the factory level and in the office level here, go on up in the scale. But none of them have become heads of departments, so to speak.

Nathan: How do you answer her criticism?

Koshland: My answer is that we would be delighted to have a woman department head, but it has to be a woman that has proven her ability.

Nathan: What moved you to put Ruth Turner on the Community Chest board?

Koshland: I'd worked with her for a number of years as a member of the Juvenile Probation Committee and I knew of her great ability and intelligence and of her interest in community affairs, which she has maintained somewhat to this day, particularly the Garden Hospital and one or two other agencies.

Nathan: Did you consciously keep a watch out for promising people to staff committees? Were you sort of watching for people like that?

Koshland: Yes. I still do, to this day. One of my problems today is that people come to me and ask me constantly, usually the main thing, how to get money for something they're interested in. I always say, "Well, you have to have somebody, some dynamic person to be a leader in this, to set the pace." So I'm asked to mention some of them. When you mention the same people week after week, it gets more and more difficult.

There are lots of fine young people in this community now and they are in our agencies, which always need more. They have real leadership qualities, and, of course, everything requires money so that enters into the picture all the time.

Investing for Charities

- Koshland: [A telephone call] That was about the investment committee. We have large sums to invest. On the committee we have heads of all these different Jewish brokerage houses here, Schwabacher, Barth, Sutro, and all that. We were castigated by a board member of Homewood Terrace, who said that we hadn't been dynamic enough. We buy the usual safe, prudent investments. So that has now led to a suggestion that we use a management firm or a bank. Out of a committee of five they're all prima donnas and they all differ radically in these things.
- Nathan: I can believe it. [Laughter]
- Koshland: I have to preside and try to get peace out of these warring prima donnas.
- Nathan: Of course, you've had a lifetime of experience doing things like this. That ought to help you some.
- Koshland: Well, it's not the most serious thing in the world. But more and more people with investment problems, organizations, are coming to this on account of the computer, partly. Treg [Sanford Treguboff, Executive Vice-president of the Jewish Welfare Federation] told me just now that Yale, after I don't know how many hundred years of existence, has turned over \$450 million of assets to a private firm to manage their funds.
- Nathan: Oh, I see. So the individual's know-how may not be sufficient.
- Koshland: Well, there are individual judgments that go into this thing, together with the machine. Of course, in investing, nobody is right all the time. I always remember Mortimer Fleishhacker said to me, "You know, Dan, they all think we're so smart." He said, "We feel very pleased if

Koshland: we're right three times out of five. That's the reason for our success."

Nathan: Is there anything to add about your interest in the Community Chest?

Koshland: The best story I have of that is that I was on a Community Chest committee once and the committee decided on the elimination of an agency, so reported, and we met with the agency board. I won't mention names now, but when I made the report, we recommended to the board of directors the elimination of this agency. This very nice elderly lady, when asked what she thought of my report, said, "All I can say is, Mr. Koshland is involved in so many thing that I think he knows very little about any of them."

And I said, "Mrs. Jones, that's the most intelligent remark that's been made at this meeting today." [Laughter] And it's true, I was involved in too many things.

PUBLIC OFFICE AND PUBLIC ISSUES

The State Industrial Welfare Commission

Nathan: Perhaps we can turn now to some of the public appointments you have received. It was interesting to me that you were appointed to the State Industrial Welfare Commission by three governors.

Koshland: That's right.

Nathan: How did you first become interested in that field?

Koshland: Well, in the days of Earl Warren I worked with an employment group for the selection by Earl Warren of a candy manufacturer in Oakland to fill a vacancy.

For some reason Mr. Warren decided that if all the employers wanted him then he didn't want him. He just wouldn't appoint this man. We were all for him. Then the offer came to me. The people in my industry urged me to accept, which I did. Then I was reappointed by Warren. Then after he left, I was reappointed by Goodwin Knight and later by Pat Brown.

Nathan: Did you have occasion to be particularly acquainted with any of the governors who appointed you?

Koshland: Well, later in life I became, and consider myself still, a friend of Earl Warren. My acquaintanceship with Goodwin Knight and [Edmund G.] Pat Brown was mostly in line of duty, in connection with being a commissioner, but I didn't become a close friend of any of them.

Nathan: Thinking of Earl Warren's later career, how have you viewed his leadership of the Supreme Court in recent years?

Koshland: Oh, I think he's been a great leader of the Supreme Court. I was not enthusiastic, much as I liked him as a person, about his appointment by Eisenhower because he hadn't been a judge before. He had been a prosecutor, you see. I had the idea that a Supreme Court vacancy should be filled by a judge experienced in a lower court. I did think it was a bad choice, but I was proven wrong because he had a great quality of bringing all the judges together. Particularly in this unanimous decision in 1954 in the matter of integration of schools.

Since then I've found that he's a very straightforward, independent, courageous judge, which doesn't mean that I agree with all his opinions. As a man I have unbounded admiration for Earl Warren, and I hear plenty of abuse of him in this neighborhood where I reside and in business circles.

I never thought Goodwin Knight was a great judge, but he did a lot better than I expected him to as governor. And Pat Brown I thought was a very decent, hard-working governor.

Nathan: He was remarkably staunch on the housing issue, fair housing.

Koshland: Oh, yes.

Nathan: It was rather a compliment to you that a Democratic governor would reappoint you.

Koshland: Yes, I did consider that a compliment. I had friends who were friends of his. Mind you, I didn't seek any of these reappointments. I didn't seek the original appointment, which is not to say that I didn't enjoy the work very much when I was on the commission for the many years that I was. I was on for seventeen years.

Koshland: I had several incidents with them regarding the reappointment of other commissioners. Particularly in the case of Brown whom I asked not to appoint a certain commissioner because I thought she was unqualified. He promised me that he wouldn't, and then he did, which caused me to go to Sacramento for the one time in my life to tell him off.

What developed was that he didn't do this purposely, he just forgot. Made me realize what some of these high officials are up against. He forgot, and incidentally, knew very little about what the job was.

Nathan: What was a commissioner's job?

Koshland: The Industrial Welfare Commission sets the minimum wage for women and minors in the state of California. It sets the maximum hours and governs the working conditions, a job which goes back to about 1915.

A very famous woman undertook this work, Katherine Edson. The minimum wage, at that time, I think, was around 25¢ an hour. Today it's \$1.65. That began in the early days of protective laws for women, which were considered by many as unconstitutional, and I think had been outlawed in the Supreme Court, which changed somewhere in that era and declared them constitutional.

Nathan: Were California standards to some extent linked to national standards, or is the California standard higher?

Koshland: Well, there was a minimum wage here long before there was a minimum wage nationally. The minimum wage most of the time in California has been higher than the national; it is today. The employers have used delaying tactics to try to hold the minimum wage down in California until the nation would catch up. The argument was that employers in California, and employees, too, would be at a great disadvantage in the competitive scheme of things, by having too high a wage here,

Koshland: because it would discourage employment and help competition.

We had very good examples of that. One would be in agriculture, which is a johnny-come-lately of the minimum wage area, one that only happened in the last couple of years. Many farmers have moved their operations to Arizona or Texas, which have low minimum wages, state minimum wages.

You see the great difference is that while the national minimum wage applies to men and women, the California wage is special. It applies only to women and minors. The national minimum wage covers interstate commerce, whereas the state minimum wage covers intrastate as well as national.

An example of that is that under the national laws on hours, there is no limit on the time that women, or men can work, but after forty hours there is overtime. In the state, women can work six days a week for eight hours, but except for a recent change in the law, women in most industries could never work over eight hours a day. This is an example. That's why the minimum wage and maximum hours provisions in the state are tremendously important for thousands of women.

Nathan: That would mean, I take it, that a woman could not work overtime on a given day, in the state of California?

Koshland: No, no, not in the state of California. In this industry today, there's an interpretation now of a new law that's been passed. But as far as it's interpreted today, a woman cannot work over eight hours. Of course, any alleviation of that law is bitterly fought by the unions. Personally I have felt that it was not a good law.

It is much better to have eight hours and overtime after that. Employers try to avoid overtime, so they're not anxious to work long hours. There always were exceptions. There are,

Koshland: in the law, exceptions for registered nurses, and for people at certain times of the year working in perishable commodities.

Nathan: Canneries?

Koshland: Yes. Actually, I voted for the application of overtime pay for registered nurses when one of the union members voted against it once, because she had pressure put on her by the Catholic church.

An interesting observation about the Industrial Welfare Commission is this, that originally it was simply to consist of five good citizens appointed by the Governor. It was in those early days. Then gradually the governors appointed one person to represent the employers, one to represent the employees and three for the public. I was appointed as the employer representative.

Goodwin Knight changed that because of obligations he had to labor. He appointed two people that represented labor, two employers and one in the middle. The middle person became very important. The labor people always voted one way--I mean as dictated by labor. They didn't dare vote differently because they would lose their jobs in their own unions if they voted against what was considered by the leaders to be in the interest of labor.

Nathan: Were these unions that had many women in them?

Koshland: Yes.

Nathan: Ladies Garment Workers or something like that?

Koshland: Yes. Or in the food area. They weren't always women commissioners. There were men commissioners from labor. The last commission that I was on had a man from San Diego who was a union leader. They always were union labor people even though the majority of the workers in the state are not necessarily union labor members.

Koshland: Then the two employers, of whom I was one for seventeen years, did not have the same compulsion to vote the other side. Generally they did, and I myself leaned over backwards to consider the employers' attitude just because of the attitude of the labor people. So the fifth person on the commission became very important and still is today.

Originally, you see, these five commissioners were just trying to do what's best for the working people and for business in the state. But it became a collective bargaining situation. I don't recall the whole procedure. There are wage boards before the matter comes to the commission, but generally the setup is a very good one.

Nathan: Which system do you personally feel worked better? When they were five at-large citizens, or when their responsibilities were more closely defined?

Koshland: Oh, they were much better as five at-large. But as times develop, you can't do that. You see, when you come to select the fifth person and the commission is made up of two employer and two employee representatives, for the fifth person you're limited to retired judges, lawyers, teachers, professors, because they're the only ones that could be considered neutral.

We met many professors because we appointed them to wage boards who studied these matters and voted on them before the final decision came to the commission. With professors, naturally their sympathies are with the working people, and they lean rather heavily towards the labor point of view, which made it somewhat difficult for the employer representatives. But that was very understandable.

Nathan: Did you have people from Cal? Stanford? And others?

Koshland: Oh, always. Yes, many of them. Earl Cheit was

Koshland: one of our wage board chairmen. There was a woman named Taylor over there.

Nathan: Hasseltine Taylor? Mrs. Archer Taylor?

Koshland: Mrs. Taylor, I couldn't be sure. But I'd say the majority of our wage board chairmen were drawn from the University of California at Berkeley, UCLA, Stanford, and USC.

Nathan: You were saying that sometimes the employers would try to use delaying tactics with respect to your rulings.

Koshland: Yes, yes.

Nathan: How would they attempt to delay the operation of your rule?

Koshland: By raising issues that required study, or sometimes in extremes they would go to court, which they've done recently in connection with the minimum wage paid in agriculture to minors. That carried to the Supreme Court. The employers--well, I should say both sides--had caucuses all the time. They held each other together. Anybody that strayed away from the feelings or suggestions of the majority was considered a real traitor.

Nathan: I was thinking, this is a hard way to be popular in Montgomery Street.

Koshland: Yes. I think I was criticized from time to time. The labor people just have to vote--they have no choice. Through most of the years I was there, we had a most interesting labor representative, a woman named May Stoneman, who was the secretary of the Waitresses' Union of Los Angeles. She was probably the most colorful personality that was on the commission while I was there.

We had a very interesting experience together because in the open meetings she used to attack me as an employer, whereas behind my back she always said nice things about me. [Laughter] It was a reversal of the usual procedure.

Koshland: Oh, we had something else. There were some very famous incidents. The one--oh, well...

Nathan: Oh, I'd love to hear it.

Koshland: Well...before we even appoint wage boards we have to (we had to, I'm no longer on the commission), we had to make a study of what the requirements are for a minimum wage for a woman. After all, this is a minimum wage. This is a wage whereby a woman could live in health and decency. So we would go through every item, clothing, health, recreation even. I could even go through the history of this thing. In the early wage days, there was no thought that a minimum wage woman could even own a radio. I remember voting against television the last time we came to vote, but by golly it went into the budget.

But anyway, the really amusing incident was when we were having a big open hearing and we went through these things--you know, how many pairs of stockings a woman needs. Well, it depends very much on the woman. Some people have runs and go through twenty-four or thirty-six pairs a year. One of these hearings got to the question of girdles. The labor people felt that a woman needed two girdles. I said a minimum wage girl has to get along with one girdle. How can a woman get along on one girdle? I said, overnight she has to launder it and wear it again the next day.

May Stoneman got madder and madder at me, as we argued back and forth on things such as this. She finally turned and said, "Mr. Koshland, you don't know what a girdle is. You don't know what a girdle encompasses." Those were her words. [Laughter] And believe it or not, the whole meeting broke up for fifteen minutes. Everybody in the place laughed for fifteen minutes. That story went all over the state, that I didn't know what a girdle encompasses. [Laughter] Well, she was very exasperating at meetings. She prolonged them,

Koshland: too. When I said that the employers procrastinated, so did the labor people when it suited them. She dragged these meetings out interminably. At all the public hearings the commissioners questioned the speakers that came representing the employers and the employees.

We were addressed, always, in every hearing, by the representative of every employer organization, a representative of every union. We'd have to hear the same story over and over and over. It became so that for the restaurant industry, every little restaurant owner came in and told how he couldn't, if the minimum was increased, couldn't live. They'd go out of business.

The important thing of the minimum wage is not so much the wage itself, although that is of some importance, but the escalating effect of it. If two girls sit next to each other at a machine and this one is more capable than that one and you raise the wage of the less capable one, well then the more capable one has to be raised proportionally. So there is this escalator effect which has a great effect on the economy.

Nathan: Did you use the Heller budget?

Koshland: Yes, yes, we used the Heller budget.

Nathan: When business people would complain that they could not stay in business with the raised minimum, did you attempt to refute this argument?

Koshland: No, we listened to the arguments. We realized that they exaggerated their way just as much as the labor people stressed the fact that a woman couldn't live on this minimum wage, that we were condemning women to lives of sin if we didn't provide a proper minimum wage so they could live in health and decency. Decency was the word, it was used a great deal.

Nathan: That put you on your mettle, I'm sure.

Koshland: Well, you could go into this a great deal. It was a very interesting experience. You see, besides the commission there's a staff there. The chief, the administrator of the division is a very important officer who has to carry out the laws, the interpretations, which vary.

Nathan: Did your rulings have the effect of law?

Koshland: Oh, yes. People could be brought into civil courts and criminal courts.

Nathan: That's a rather impressive amount of authority. Who was the executive, the director?

Koshland: There were many. Right now it's a lady named Virginia Allée, who was a commissioner when I was on, who was a fellow commissioner of mine. She was an employer representative on the commission. She was from Bullocks, Los Angeles. Very able woman, extremely able woman. She was appointed by Reagan. Brown's appointees were pretty political appointments.

The problems aren't terribly different whether it's under a Brown or a Reagan. But Miss Allée is very fair. She is conservative in her viewpoint, or would be so considered by the labor representatives, but she's probably the ablest chief that they've had.

Probation and Delinquency Committees

Nathan: Let's see, you are also on the National Council on Crime and Delinquency, aren't you?

Koshland: Yes. That used to be called the National Probation and Parole Committee. For twenty years I was a member of the Probation Committee of the City and County of San Francisco. Remember

Koshland: I referred to Ruth Turner? That was a very good committee. I could comment on the politics, city politics, too, in that connection.

I was a member of the National Probation and Parole Committee for many years. But to my shame, again, and sorrow, I never attended a meeting. I visited the office and discussed some of the problems when I went to New York. But in those days, when I was on that committee, transcontinental travel wasn't what it is today. So it just happened that I never went to a meeting, but I helped them raise money and that sort of thing. That was a very interesting chapter in my life.

In the probation committee of San Francisco I saw the difference between the spoils system and the civil service. When I first was on it in the early days, the appointments came through the mayor, and then while I was still on it, it went into civil service. I saw the whole change in the attitude of the workers when they couldn't very well be ousted--as still exists today. You've really got to commit murder to lose your job in civil service.

In the old days, the evil, of course, was that if you came into disfavor of some high official in the city government, he could exercise pressure on his commissioners. People were fired with practically no cause except the mayor or somebody didn't like them. I could tell a couple of stories on that, too.

San Francisco Juvenile Probation Committee

Nathan: I do want to hear the stories about this probation committee.

Koshland: There is a story that goes way back to my days in the juvenile court and the probation committee. I figure this is of interest because of its implications to the world of social work and other specialist types of activity. I think that your husband would be interested in the story too.

When I was on the probation committee, I used to go to court. Juvenile court was not what it is today. In those days it was held in a room about the size of this one. Just the judge sat there with the probation officer and the children were brought in, usually with their parents. This was in the case where they were charged with some misdemeanor or irregularity in behavior of some kind, so it was a very informal atmosphere.

Towards my last days on the court--this goes back to the 1940's--there was a referee in the court whose name was Mary Kohler. Ever heard of her, Judge Kohler? She was a Stanford girl who became the referee of the court. Among the many cases there, there was one which involved a woman who had five children by four different men. She tried to keep the children together, but her behavior, as you can surmise, was not very good.

One of the social agencies, which doesn't exist any more, called the Children's Protective Society, brought this matter to court, with the purpose of removing the children from the home, being regarded as an unfit home. The referee, Mrs. Kohler, who was guided by the policies of the judges (there were two judges there), refused to order the children removed from the home,

Koshland: whereupon the agency appealed to the judge.

I was in the courtroom when the judge held this hearing. The woman was brought in and the policeman was brought in and various neighbors were brought in, all testifying to the fitness or unfitness of this woman. This went on for about a half an hour. The last person in the room was the worker in the agency, the private agency, the Children's Protective Society. The judge said, "Now, Miss Green, what do you think of this whole thing?"

And Miss Green said, "Oh, judge, it's a simple matter of mother rejection psychosis."

Well, the judge, if it was possible, his head hit the ceiling. He absolutely was in a rage and for the rest of the day that I was with him, to every individual who came in the room he said, "Do you know what is a mother rejection psychosis?" Of course, I couldn't wait. When the session was over, I rang up the agency.

I knew the head of the agency very well, and I said, "You really must teach your social workers to speak the language of the people that they're talking to," which is a pretty good idea for many other specialists, doctors, lawyers. I know in business you often are confused by a lawyer who, when he's speaking to a client, can't realize he should speak the client's language, not just the technical law language. But that's been one of my favorites ever since: mother rejection psychosis.

Nathan: What happened in this thing?

Koshland: The children were not removed. The courts at that time consisted of two judges, both of whom are dead; they were Judge [Frank W.] Dunne and Judge Michael Roche. They came into office following a very famous judge named Judge [Frank J.] Murasky. Judge Murasky and the probation officer at the time--Astredo, I think, was his name--had a very open policy. And the court,

Koshland: which of course was much smaller than it is today, was overrun.

Finally, Judge Murasky's term in the juvenile court was over, and the new judges that came in, Dunne and Michael Roche were absolutely opposed to this policy, that held that every mother who had any trouble with a little child brought him into the juvenile court to be admonished by the judge, rather than handle the problem herself. So these two judges went to the opposite extreme. They had absolutely no use for psychiatry or psychology or analysis. To them all these cases could be settled by just using common sense. Which leads me to another story.

I was in the court one day. This was a boys' court. A very fine looking young boy was brought in with a very shabbily dressed man, small, innocuous, little man. And Judge Michael Roche, who was one of these common sense judges, very decent guy, liked to talk to the kids and tell them about himself. This boy had stolen a car, which in those days was quite an offense, more than it is regarded today. Just for a joyride. He admitted what he had done, said he was sorry.

So the judge, Judge Roche, in his usual manner said, "Now, my boy, I want you to go to church every Sunday and go to your Scout meetings and be prompt at school." Regular preachy talk, which he did very often. And then he always said, "Now, look at me. I'm a judge in the court here. I came from a poor family. I went to school at night and I studied at night, and that resulted in my becoming a judge because I lived right." Just at that moment the little shabby old man, standing in the corner of the room stepped forward, and he said, "Could I say something?"

And the judge said, "Certainly."

He said, "I'm this boy's father. I've listened to what you've told this boy. But you didn't say one thing. You must have had fine

Koshland: parents, and this boy has a drunken bum for a father! So you can't expect him to do the things that you did." An interesting episode. I think the judge let him go.

Nathan: That is quite a story. When you were on this Juvenile Probation Committee, what sorts of things did you do? What was your responsibility?

Koshland: I think I touched on this earlier. We hired the staff at the time. We hired the chief probation officer and the probation officers. That was in the days before civil service, as far as juvenile court was concerned.

We had the actual supervision of the probation staff, the responsibility of the juvenile detention home. Those were the two main functions, and then, of course, we received the reports from the staff. I saw several years of the workings of the spoils systems, because we would get these requests that came roundabout from the mayor's office: He was a good man, the mayor would like him to be appointed.

Nathan: Who was mayor at that time?

Koshland: Mayor Angelo Rossi part of the time, and he was a good mayor, but he was, like all of them, subject to political influences. Of course, we were all nonpaid citizens on the probation committee and we didn't brook any interference from the mayor.

But it came about just the same. And I'll tell you how that was. My main point was to say that we worked for years under the spoils system. The help, the staff of the probation department, behaved pretty well. They could be fired by us, with or without a hearing. We usually had to have cause.

Then later on, the last years of my being on the probation committee, we came under civil service. The atmosphere changed then, because you couldn't fire people very easily.

Nathan: Which system did you think better?

Koshland: I saw the evils and the benefits of both systems. I would think that the civil service system is better. The other one is too subject to abuse. I'll show you how.

The mayor tried to wish a man on us (I guess he's dead now, too) named Buttersworth, Scottie Buttersworth. I remember he went around making speeches selling Liberty Bonds--or what was it in World War II? Victory Bonds, I guess. This fellow was also an introducer of prize fights. A nice enough guy. Totally unequipped to be a probation officer, but he got to be a probation officer. He was incompetent, so this nonpaid committee tried to get rid of him.

We were told we would incur the wrath of City Hall if we got rid of him, so we didn't. But the budget was very tight in those days. We were urged to keep salary increases down, which we did, but there were two or three people that absolutely deserved and needed slight salary increases. So we put them in the budget. Then we got to City Hall with the budget. The question was asked, "Where's Scottie Buttersworth? Where's his salary increase?"

We said, "It's the last person we would increase. He's incompetent, he doesn't deserve it." Whereupon we were told by the mayor's representative--not in the public meeting, but afterwards--that if Scottie Buttersworth didn't get an increase, nobody would get an increase.

I, who had vowed I would resign and quit before I would give Scottie Buttersworth, an incompetent, an increase, realized that if I did this, it was unfair to the half a dozen other people that deserved and needed the increase. So I voted for the increase for Scottie Buttersworth.

It's the sort of thing you learn. I learned this in public life in a small capacity. It makes

Koshland: you realize how these come into bigger jobs. You have to work and cooperate with the boss to some extent, or else you're ineffective. All the other members of the committee felt just the same as I did.

Nathan: About how big was the committee?

Koshland: About seven. Traditionally it was two Jews, two Catholics, two Protestants, and one other. In those days the meetings did not have to be public. In fact, we excluded the public, including the press. Because you can imagine, the press was always eager to see juvenile offenders, particularly if the offender committed some serious crime, such as murdering her mother. We protected the children from that as best we could. This is old history now. Of course, the problems now are magnified many, many times.

Nathan: Have you been following Jean (Mrs. Tevis) Jacobs' activities?

Koshland: Somewhat, yes. From what I could gather, my sympathy is all on the side of Jean Jacobs and her group.

Nathan: It does take a special quality to be a juvenile court judge, doesn't it?

Koshland: Yes. Actually, in my opinion, the juvenile court judge should be primarily an administrator. This doesn't require much in the way of judicial decision, although that goes along with it. I don't know, but I imagine nowadays that referees do most of the work and the judge makes the final decision. But it's really an administrative job.

As for a judge that's ambitious, that wants to go ahead and get promotions in court, most of them hate to do this juvenile court work. Now a judge that loves it, has real sympathy with young people, can make a great deal of the job. But the judges I saw mostly were never primarily interested.

Koshland: There was a woman judge that died not long ago, Judge Teresa Meikle, you may remember. Well, she had sympathy, but she had too much sympathy. Her emotions carried her away over and beyond her best judgment even though I did get along with her all right.

Nathan: Did you come to any conclusions about the best way to help the kids who had been in trouble with the law?

Koshland: Oh, I think, maybe through our various agencies in the community. I presume that with such an enormous problem--it all gets back to education, doesn't it? I see the mayor here just appointed a new commission. Ruth Chance is one of those that he appointed. There's not a better person in the world than she. What they will come up with, I don't know.

I think good schooling, good teachers, are the only panacea that I can see. I sometimes think that we are going the other way, poorer teachers, nondedicated teachers. Of course, we're unfair too, when we get mad at the teachers for going on strike. All the difficulties of the schools aren't considered, but I can see that they have a point of view too.

Nathan: You must have been reappointed, then, were you not, to the Juvenile Probation Committee?

Koshland: I was on for twenty years. This goes back from about '23-'42 or so. Yes, this was a labor of love. People didn't seek the job, but the mayor did try to appoint good citizens.

Nathan: Could you tell whether the religious background, let's say, of the committee members seemed to influence their views?

Koshland: No, no, not at all. Well, as a matter of fact, I'll tell you a significant story of that time. We had on the committee a Catholic priest whose parish was in Mission Dolores. We had a woman worker, head of the boys' department then, who

Koshland: was one of these severe persons who judged very harshly.

The committee tried to admonish her that she really was doing a great deal of harm, and the committee reluctantly came to the conclusion to dismiss her. They came to it most reluctantly because this woman had no retirement pay, no other means of support, and her salary was supporting an invalid brother.

You can imagine how difficult it was and how we hated it, but it was a question of whether you sacrifice one individual or hundreds of boys who were being mishandled by her. So we did this. We gave her notice of dismissal. Immediately there was an uproar in her parish. As I told you, the parish priest was a member of our committee. His name was Father John Sullivan. (There were a lot of John Sullivans but this was the greatest one I ever met.)

We had an open hearing and the parish leaders came in and indignantly criticized us for being inhuman, and all this sort of thing. And by golly, Father Sullivan got up, her own pastor, pastor of this parish, and said, "We have to consider what's more important. We have to stand by the decision." This was a man under stress as few men are. And he stood up like a man. I always have had the greatest affection and respect for him. That's a story you don't hear very often.

Nathan: No. How difficult that must have been.

Koshland: The opposite of that story is when I was on the Industrial Welfare Commission and the question came up once of overtime pay for nurses in hospitals. I voted with the labor members. As I told you, there were two, and I voted with the labor members to give the nurses overtime pay after eight hours.

One of the labor members who voted with me was very pleased, and overnight, she changed her

Koshland: vote. She was maneuvered by the Church, the Catholic hospital in Los Angeles objected to this position.

So one of the few times that I ever was in this position in years, I, the employer member, voted with labor. The labor member found the Church was more important than her duty to her laboring class. This was the same May Stoneman that we have mentioned before.

Nathan: That's a demonstration of authority, isn't it?

Koshland: Yes. But it passed, it was defeated then but it passed later. Nurses now get time and a half, same as other employees. In the labor code they were excepted because of their calling, being nurses in hospitals. So now the hospitals have to pay like any other employer.

Nathan: Curious, isn't it, what constitutes a drag on reform. It comes from places you would hardly anticipate.

Koshland: Yes, that's right. Of course, those are unusual instances.

Subcommittee of the Human Rights Commission
of San Francisco

Nathan: Did you serve on other civic committees or commissions? Now this one you have been discussing was the San Francisco Juvenile Probation Committee?

Koshland: That's right. I was on a subcommittee of the public welfare committee at one time. I can't even recall the dates. Right now I'm on a subcommittee of the Human Rights Commission of San Francisco, but I'm quite inactive, which I say with a certain amount of shame, because I

Koshland: shouldn't be.

Nathan: Has the subcommittee of the Human Rights Committee been doing very much?

Koshland: We're involved in youth in education. It's a very good commission now.

Nathan: Are the committees and commissions made up on the old religious formula?

Koshland: No, no, I don't think so. The Youth in Education Committee to which I belong has a Catholic nun on it, people of different religions and skin color. I don't think that's considered, except generally to try to have the committees representative of the community.

We have more and more pressure to put minority people on all commissions and committees, but the religious difference is less accentuated. Although the Board of Education of San Francisco, that's one where the unwritten rule still holds. Now it's all between blacks and whites. And now, of course, the Spanish-Americans, too, have felt very neglected.

Nathan: What is your view of bringing minority people onto civic bodies?

Koshland: I'm mixed on that. I can see where representation is needed, but I don't believe in putting a minority person on a body unless he's fully qualified. The trend right now is that commissions and committees must have a minority person. You know, it's happening in the schools, you have all these demands, you need to have so many more teachers. That's right, but you've had to put on incompetent people.

In business, business has just arrived at the point where they realize they've got to take incompetent people and train them. That's what we're all doing now with the President. Come to think of it, Walter [Haas] Junior is working on the national job thing. We have a number of

- Koshland: Negroes just come on. We always had a lot of them. Now we have several of the totally untrained people.
- Nathan: So that means you have to set up training programs within your own business?
- Koshland: Yes. We have a training program at Levi Strauss & Co. Very good training officer. Many other businesses are very reluctant to do this, to go to this extra expense. That's why you have this pressure now. It's coming all the way from the top. The head of this national group is Henry Ford. I talked to one of his men. They have already put 4000 of these hard-core people to work. And even now, they report that many of them have turned out very well.
- Nathan: It almost suggests that some of the civic agencies are going to have to train people on the boards, really. If you're going to get untrained people on the board, you're going to have to train them there.
- Koshland: Yes, yes, it does suggest that. Just to put a Negro on the police commission or on the fire commission, unless he has had some experience, that's difficult. But for other committees, there is training needed.
- Nathan: Speaking of putting untrained people to work, in earlier periods, Levi Strauss placed many refugees, didn't they? You have really taken in groups who weren't too well trained.
- Koshland: You mean along '38 and '39, when they were leaving Hitler Germany?
- Nathan: Yes.
- Koshland: Well, that came about largely through our welfare organization. We had a wonderful group of businessmen working with social workers. They went around to San Francisco businesses and induced them to take refugees who were in many cases not very attractive. Many of them

Koshland: were old and didn't fit in. But this was the best example I have ever seen of coordinated activity between businessmen and social workers.

Nathan: This was through the Jewish Welfare Federation?

Koshland: Yes.

Nathan: Would this same system work, do you think, in placing minority group people? Simply for committees of businessmen to talk to each other and set up quotas. Is that the way it was done, or did people agree to take a certain number?

Koshland: People agreed to take a certain number. You have all these new organizations. This particular one we've been talking about, it's a private group in a sense, but it's using government money. The appointments of the leaders--Mr. Ford, for example--were made by the President of the United States. Walter [Haas] Junior was appointed by the President of the United States.

Nathan: It will be interesting to see whether they will be able to accomplish on a big national scale what your group could accomplish.

Koshland: Yes. They're accomplishing things. One of our top men is giving all of his time to this, because of Walter Jr.'s position. He is coordinator for the nine western states. There are fifty cities involved in this. Of those fifty cities that are getting the special treatment, nine of them are in this district that Walter is supervising, so that's many more than the percentage share. I don't know just what the nine cities are, but I know that they include Portland, Seattle, Los Angeles, San Francisco, Sacramento. Long Beach is one of them. San Diego.

Nathan: I was thinking again of another group. Did Levi Strauss do quite a bit in the hiring of physically handicapped over the years?

Koshland: Yes, I think so. I don't know what you mean by very many. Of course, our personnel manager is a

- Koshland: handicapped person himself, Robert Koshland. If you were here at the lunch hour, in the cafeteria, you would see a number of handicapped, but they're all competent workers.
- Nathan: I wondered whether it was a special policy to bring them in.
- Koshland: It's a general policy to consider them. The personnel manager does it, it's good for the morale of the organization. All of these people-- those that are here, they are competent to do the work to which they are assigned. We don't have anybody tht doesn't really pay his way, except possibly the old man downstairs, who can't do any work but has no other place to go.
- Nathan: We did touch last time on the State Industrial Welfare Commission. There's a note also that you have been on the National Council on Crime and Delinquency.
- Koshland: Well, yes. That's the successor to the National Probation and Parole Association. I think I mentioned to you that I was on that board for I don't know how many years and never attended a meeting. I visited the offices whenever I went to New York. You can make a big list of the things I'm not very proud of. [Laughter]
- Nathan: You're just franker than most people. I take it this isn't one to talk about much more.
- Koshland: No. My name is on the appeal every year. It's usually launched with the assistance of the judge of the juvenile court.
- Nathan: It's a non-governmental body, is it?
- Koshland: Oh, yes. This is a private body dealing with crime, people, delinquency, and it has a professional subsidiary organization.
- Nathan: I see, so it would be in essence a sort of a board members' organization?

Koshland: Yes.

Nathan: How did you get involved in this juvenile delinquency area, the probation area?

Koshland: I remember Mrs. Walter Arnstein in this city was involved in it and she gave my name soon after I moved out here from the east. She'd heard from some of her relatives in New York that I was active in some social work in New York. So that was one of the first things I got into.

Nathan: That would be a fascinating thing to do.

United States Refugee Service

Nathan: Then shall we talk for a moment or two about the United States Refugee Service?

Koshland: Yes. We talked about placing refugees here. This was an outstanding achievement, locally, of a national organization that I think worked very well. We were part of that. As I say, I think we were one of the best, from what I've heard, of many cities. There was a tremendous effort, of course, in New York, where these refugees flowed into New York and then were dispersed throughout the country, through the work of the United Refugee Service.

Nathan: Now, when this committee of businessmen went to call on other businessmen to see who would be able to accept and place refugees, did you call only on Jewish businessmen?

Koshland: For the refugees practically entirely. We didn't think we had the right--it was up to us to take care of these displaced people in our own businesses. It wasn't exclusively that, but I was active in it and I don't remember calling on

Koshland: any other, non-Jewish firms.

Nathan: I just wondered if you remember who else was active on the committee when you were. People who remain in your memory.

Koshland: Oh, well, Walter Haas, Sr., was. Edgar Sinton. I think Sam Ladar, who's still active today. Those are just a few. The thing that was interesting about it was that most of these people that came into this activity had not done anything in the line of social work before, and they got enthused about this.

Nathan: Had they been affiliated with the welfare fund?

Koshland: Only, possibly, as donors.

Nathan: But this really caught them?

Koshland: Yes, well, imagine the time, it was a horrible time. People everywhere were aroused--just as they were last year when the Israel war was going on. That's one of the few moments when people really get moved by what's happening in the world, as we would hope they would be today by the civil disorders. But the same kind of people are more interested in the war than they are in their community.

Nathan: It's really a much more emotional response than it is an intellectual response.

Koshland: Yes.

Nathan: What was it that you used to say--get them while their tears are hot? [Laughter]

Koshland: Sure, that goes all the way through. That's too bad. That works in philanthropy to the extent of all these memorial funds that are gotten up for some leader or some prominent person that died.

If you don't get into action the first few weeks after death, it's a dead issue--not to be

Koshland: facetious. That's why one of the things I'm involved in--I don't know whether I mentioned it before--the Henry Harris Memorial Fund, the library we have over in Israel.

Nathan: Henry Harris?

Koshland: Yes, Dr. Henry Harris. Do you know any of that family, Adele Harris? She lives in Berkeley. She has three children. But anyway, this is a fund that is active, is kept going by the library in Israel. It is all in memory of a man who's been dead for many years, through the devotion of a few professors over at the University of California that kept pushing this thing. It's very unusual. This fund besides has supplied books, agricultural and chemical books to the Hebrew University and other institutions in Israel, and does it very well on a small amount of money.

They finally embarked on the building of the library itself, or a wing of the library, in memory of Dr. Harris. Now, this is due to the zeal and devotion of one or two people in Berkeley. Dr. Lepkovsky, he was a devoted friend of Dr. Harris, and has kept his memory alive to that extent for at least twenty years.

A Non-Profit Corporation for Low-Cost Housing:
The San Francisco Development Co.

Nathan: A bit earlier we were talking about fair housing. Are you also working on low-cost housing, as a member of a special committee?

Koshland: Yes, this is something that I've been on for several years. We're conducting an experiment. This is a nonprofit corporation, and we're taking sixty people at the very low income level.

Koshland: They're living in apartments or houses where the government is subsidizing them for two years. The question is, if they live in better surroundings, will they have more energy and improve their situation? We're following sixty controls that are not having this advantage, and comparing them with those taking part in the experiment.

Nathan: Are they mostly on welfare aid, these sixty people?

Koshland: They're either on that or they're living at a very low subsistence level. They're picked with the idea that if you give people a little chance, a little social work assistance, it may make a difference in their lives. We have a coordinator who advises them and helps them, and we have meetings where they learn about budgets and decorating and problems of watching a home and keeping it up. It's an experiment and the government puts up the money.

Nathan: The nonprofit corporation, then, operates this enterprise?

Koshland: We operate it under a contract with the government. It's an enormous amount of work that a young woman like you is in charge of--Mrs. Eudy, she's wonderful! We expected to have them all in San Francisco; they're not. They range all the way from Richmond down to San Mateo.

First the problem was to find the people who were eligible. It wasn't so easy. We found the people, and then we had great difficulty in finding rental housing that was suitable. But we've placed fifty-one now, actually. Then we follow them. Some drop out. A few already are in an income bracket where they don't get any help anymore from us. So, it's an interesting procedure.

Bill Roth is involved in it, and Morty Fleishhacker, Jr., and his son, John Hirton of SPUR, and John May. The president is Jim Thatcher,

Koshland: who is an attorney and who is a trustee of San Francisco State. It's an interesting experiment and it may tell something. I don't think it's unique. I think it's been done one or two other places.

Nathan: Are these people in families? They are not all just isolated individuals?

Koshland: They're all families. If you are interested, I could give you a lot of stuff to read on them. Maybe you could explain it to me. [Laughter]

Nathan: Is this a racial mixture also?

Koshland: Yes. It's primarily Negro.

Nathan: Does the nonprofit corporation pay the rent? Is this part of the assistance that you give?

Koshland: We don't pay the rent. We give them a supplementary amount for the rent. That's the whole purpose of the thing. If they can live in a little better quarters, it will up-grade them.

Nathan: This is to sort of break up the ghetto idea, too?

Koshland: Yes, of course.

Nathan: I see, so it's Negro, Caucasian, Chinese, Spanish-surname, and other.

Koshland: That's the fifty-one. We actually wanted sixty. The government agrees that we have to go to the Housing and Urban Development organization for any changes from this--and what we want to do now is to cut this off at fifty-one and not strive for the sixty.

Nathan: That was a sort of arbitrary number, was it?

Koshland: Yes. Sixty, and sixty control families.

Nathan: Right. That's certainly an interesting project.

Koshland: Well, it's interesting. All the other people

Koshland: involved are much more familiar with housing regulations, government regulations, than I am. We have each put up \$1,000, but the rest of it's all under government contract.

Nathan: How long does this contract run? Is it a year, or two?

Koshland: At least two years. The rent supplements go on for two years. Of course, ideally, gradually the people will improve and there will be less and less supplementation. Some people have already dropped out. You see, people hesitate about this, to move for two years, and then you're supposed to be out of the program. They hesitate a little bit, if they're living in bearable quarters, but most of these people live in substandard housing now.

Nathan: Do you meet with the people who are the occupants?

Koshland: I don't, but our professional coordinator visits each one of them. He's a trained social worker. You might even know him. His name is Howard Schuman. He's the social work coordinator. Mrs. Eudy is the administrator of the program, and we have a secretary. That's the entire staff. We have advisors, too. We have some, by contract, we pay them.

So, it's a well thought-out thing, and, of course, it's a demonstration project. We don't know if it'll work out or not.

Nathan: How did you come into it? How did you get involved?

Koshland: Through Mr. William Roth, I think, more than anybody else. And John Hirtson of SPUR. And Elizabeth Heller Mandel who's still on our board, but is not here anymore. She lives in New York and actually was conducting a little experiment of her own. She's a woman of means, you know, and she bought a couple of houses and rehabilitated them and put families in. I don't know what's happened. But they're the people who were the

- Koshland: prime movers in this.
- Nathan: So you're still in new ventures, learning something all the time?
- Koshland: Let's put it I'm dragged into new ventures.
[Laughter]
- Nathan: Are you?
- Koshland: I'm not seeking them.

Private vis-à-vis Public Agencies

- Nathan: This whole problem and process of private welfare activities is a fascinating field. Have any of the things that you've been interested in originated in the private sector and then moved over under governmental auspices? Has the government taken over certain welfare functions?
- Koshland: You might say the Council for Civic Unity resulted in the Human Rights Commission, which in effect makes it unnecessary to have the private organization. The argument for the private organizations continuing is that the public body needs to be stimulated and investigated and watched for the community by a private organization. Which is true.

For example, the Bureau of Governmental Research in San Francisco, which is a taxpayers' organization, is a pretty good watchdog of city hall.

But in the case of the Council for Civic Unity there are other private organizations that have grown with regard to race relations, that are effective, in effect are watchdogs of the

Koshland: Human Rights Commission, which has expanded its activities in many, many fields. Of course, the private organization can raise money or appoint an ad hoc committee, whereas the public organization becomes rigid, and can't be as flexible.

But the Human Rights Commission, for example, can talk to the Board of Education about school problems, segregation, bussing, all these things in a better way because of being a fellow public agency, than the private agency can do. The private agency has to bring pressures.

Nathan: So you really feel there is a task for both kinds?

Koshland: Oh, yes. Sure there is. Certainly there was for the Council for Civic Unity at its inception. But when it fell apart in the last year or two, one reason was that there have been so many other private organizations that had developed. The NAACP became stronger. We had CORE, even SNCC, and others took the place.

POLITICS AND POLITICAL CANDIDATES

Nathan: We were talking a little earlier of political figures and Woodrow Wilson during the World War I years. What do you think of him now?

Koshland: Well, I think, now, that he made a terrible, terrible blunder in going to Paris for the peace meeting because he was really worshipped by the whole world; he had his Fourteen Points, democracy, the fact that we were too proud to fight, but we did fight. He could have dictated peace terms if he hadn't gone to Paris. But he went to Paris; Clemenceau and Lloyd George really broke him down. He came back from Paris a beaten man and then was repudiated in the League of Nations for his efforts. Then he had strokes, and then he died.

Harding v. Cox and Other Elections

Nathan: Who were some of the presidential candidates you were interested in?

Koshland: I was in New York in 1920, for the election, the campaign of Harding versus Cox. In fact in the last few days when I've heard people deplore the possible choice this year of Nixon versus Johnson, it reminded me of the fact that we had a similar choice of evils between Harding and Cox. I voted for Mr. Harding, which was a terrible blunder, although I don't think that Cox would have been much better.

- Nathan: I take it you registered as a Republican right at the beginning?
- Koshland: Yes. I've always been a registered Republican, but I do not vote the party line at all. I vote for people and for issues.
- Nathan: Would you say that your family, your parents, were Republican?
- Koshland: Yes.
- Nathan: Pretty much all the way?
- Koshland: My family is a Republican family, but to me the label meant nothing. I voted for the man. I voted for Franklin D. Roosevelt, but mine is a Republican family.
- Nathan: Before we get too much farther into party politics, may I ask you a question that Professor Rischin was interested in? He wanted to know for whom you voted in successive presidential elections. Did you vote in 1912, the Wilson-Roosevelt election? I can't remember whether you were old enough in 1912.
- Koshland: I was twenty-one in--I'm not sure I was in the country then.
- Nathan: How about Wilson-Hughes, do you remember that one?
- Koshland: Yup! I voted for Wilson. I'm ashamed of my record. Now I'm baring my soul to you. [Laughter] I voted for Harding. I'm ashamed of it.
- Nathan: Harding in 1920; Harding-Cox.
- Koshland: I voted for Coolidge.
- Nathan: Coolidge-Davis, in '24.
- Koshland: Yes, Hoover in '28.
- Nathan: That was Hoover-Smith, right?

Koshland: Yes. In '32. I voted for Norman Thomas.

Nathan: You did!

Koshland: That was a protest because I liked neither Roosevelt nor Hoover. It was silly, now. I should've voted for one of them. That was a protest vote.

Nathan: You were appealed to by the protest idea at that time?

Koshland: That's right. Roosevelt as a candidate didn't exhibit the qualities that he later did show as a president. And then I voted for--what's the next?

Nathan: '36 would be Roosevelt-Landon.

Koshland: I voted for Landon.

Nathan: You voted for Landon in '36. And then in '40 we have Roosevelt-Wilkie.

Koshland: I voted for Wilkie.

Nathan: And then '44 would be Roosevelt-Dewey.

Koshland: I voted for Roosevelt. I was branded a traitor to my class. There were people here that cut me dead when I walked down Montgomery Street because I was on a committee then, Republicans for Roosevelt.

Nathan: That was pretty daring, I'm sure.

Koshland: That's the one time I shouldn't have voted for him because he was a sick man. So I've got a real record of incompetence in voting.

Nathan: It's frightening to think what we all do when we're trying so hard.

Koshland: Yes.

Nathan: '48 was Truman-Dewey.

Koshland: I voted for Dewey but I was delighted when he was defeated, [laughter] if you want the truth. It's really amazing how wrong I've been.

Nathan: Somehow I don't think you were alone.

Koshland: No, I wasn't alone.

Nathan: Let's see. We passed the Truman-Dewey campaign. Then '52 was Eisenhower-Stevenson.

Koshland: I think I voted for Eisenhower.

Nathan: And then '56?

Koshland: Eisenhower.

Nathan: '60, Kennedy-Nixon?

Koshland: Oh, Kennedy.

Nathan: '64, Johnson-Goldwater.

Koshland: Johnson.

Nathan: And do you have a preference for '68 yet?

Koshland: I have not.

Nathan: You're still open to persuasion.

Koshland: I'm quite open. I doubt that I can vote for Nixon if he is a candidate.

California Candidates

Nathan: How do you stand on the Kuchel-Rafferty race?

Koshland: Oh, 1000 percent anti-Rafferty. And I admire Kuchel, too. My love for him came from a deep hatred for him. He equivocated at the time of the McCarthy era. He voted against the censuring of McCarthy, and he skipped out of town when McCarthy came here. After that, I bore him great malice. That has changed to great admiration because he saw the light. Part of that is due to none other than Mr. Harry Kingman. In fact, I met Kuchel in Washington once, I had lunch with him, with Harry Kingman. When Harry Kingman left the table, Kuchel turned to me and he said, "There goes my conscience."

Nathan: It's impressive to see how people can change.

Koshland: Yes. He's an excellent public official.

Nathan: Just thinking for a moment about some of the mayors of San Francisco--but you don't vote in San Francisco, of course.

Koshland: No, no.

Nathan: Because you're a resident of Hillsborough.

Koshland: But I support people. In the recent one I supported [Harold] Dobbs for mayor of San Francisco, and I'm very glad that I lost, again. [Laughter]

Nathan: That's always a sobering thought.

Koshland: That's right. Well, you get pressures in all sorts of directions. I used to duck out of supporting people in San Francisco with the excuse that I vote in San Mateo County. But I will give support to candidates here, without particularly letting my name be used, although

Koshland: I made a mistake once.

I let Roger Boas use it and that's been used against me. I was very glad to support Roger, but I shouldn't be a sponsor for a candidate in San Francisco, being a voter down in Hillsborough.

Nathan: How about the elections for governor of the state? Have you been active at that level, in support or opposition?

Koshland: Mild support. I supported [George] Christopher when he ran for governor. And, of course, I supported Earl Warren all the way. That was very active support. Otherwise I haven't been involved in any of those campaigns.

Arthur Younger

Nathan: In the McCarthy era, did his behavior have any influence on your political activities or your community activities at the time?

Koshland: Well, more personal activities, I'd say rather. I went to see my congressman a couple of times. He was a great supporter of Mr. McCarthy.

Nathan: Who was your congressman, J. Arthur Younger?

Koshland: Yes, the one that just died, Younger. I knew Younger. Younger came from here. I'd originally had a great admiration for him because he worked for a downtown group here on some legislation. There was a bill up once, I think, a constitutional amendment. It had to do with tax exemption; the Catholic Church was very much in favor of it and he came out against it, which was very courageous at the time for Younger to do. So I rather admired him, told him so.

Koshland: Well, then he went overboard on this Communism issue. I think he was a very poor congressman. I had the experience once of being so incensed by something he said about McCarthy [Senator Joseph], endorsing McCarthy, I went down to see him in San Mateo. Mr. Younger had a great faculty of praising all his constituents whenever their names appeared in the paper. We always got a letter, "I see that you're active in the Boy Scouts. I congratulate you," or something. [Laughter] But I went down to see him and to tell him I couldn't understand this thing. And Mr. Younger said to me, "Dan, would you do me a favor? I'd like you to come to Washington and let me take you by the hand down to meet Senator McCarthy. You'll be just entranced by him."

Then he went on to tell me what the Communists were doing to get him, where he could never get a night's sleep, they were ringing him up all the time in the middle of the night. He really saw Communists behind every post and under every bed. I just couldn't support him in his campaigns even though I registered Republican. But he was a nice person to meet, charming and all that.

Nathan: How did you answer him when he offered to take you by the hand?

Koshland: I said that if I were in Washington I'd be very glad to meet Mr. McCarthy, but I couldn't go to Washington just for that one alluring prospect. [Laughter]

Nathan: That whole era seems strange.

Koshland: Oh, yes, yes. You look back on it, but you have possibilities of a return to it any time these days.

Nathan: When you found, for instance, that you could not really support Congressman Younger because of his position, did this mean that you would actively support his challenger?

Koshland: I didn't very much because the challengers were inept. The others never produced a strong candidate. And besides, Younger was pretty well entrenched in a very conservative population. Although the Democratic registration in San Mateo has increased tremendously, it's still a pretty rock-ribbed Republican county.

The Pete McCloskey Campaign

Nathan: Could we say a little about how it was that you came to support Mr. McCloskey when the time came recently?

Koshland: Yes. A nephew of mine asked me to meet McCloskey early last year. Mr. McCloskey was completely unknown to me and I guess to the people generally. But I was impressed by talking to him.

I was impressed by the fact that he was an independent thinker, that he had ambition to serve his country in this respect. I think he had a fairly good law practice. So I sort of helped him a little bit in the beginning. Some of his associates were very persuasive. Particularly a young man named Lewis Butler, who's his law partner and who is involved in many fine and liberal causes.

Nathan: And had you known Lewis Butler?

Koshland: Slightly. But I had contact with him then through McCloskey and then I gradually got involved in the campaign, the way one does. I was very pleased with him. My wife was very much opposed to McCloskey, particularly on Vietnam, because he made strong statements. He flipped, you know, on Vietnam. People call names nowadays. He was a hawk then he became a dove. Lucile, who was very active in Mr. Keating's campaign, switched

Koshland: to McCloskey, and now she's switched back again. She's mad at him because of the statement of the Pueblo affair, and other statements he's made.

I think he's trying to talk for publication a little too quickly, but I admire him nonetheless, because he gives his own opinions and he's not run by other people. I was one of the larger contributors to his campaign, and when I heard he was going to Vietnam, I, together with others, blew up. I thought it was ridiculous to go to Vietnam for two weeks: what do you know about it?

A lot of other people, professors at Stanford urged him not to go. He went. I admired him for it. The people that elected him and told him what to do, he didn't listen to them.

A person like Bortolozzo gets mad as the deuce, tells him so, reads him out, writes him letters and everything, but he goes on sounding off on his opinions. He changes them. He's a studious person. And I'm glad he's there. I think he's very good.

Of course, he has to run a campaign again, now. This was an unexpired term that was brought about by Younger's death.

It was a very interesting campaign, if you recall. There were a number--six or seven--of Republican candidates, chiefly Shirley Temple Black.

Nathan: Were you approached to support her at any time, or were you already committed?

Koshland: I was already committed, yes. I was approached by the leading Democratic candidate, who is a very fine gentleman. He wanted me to be the head of his campaign. I was already committed, I couldn't.

Shirley Temple Black is supposed to have been quite sore at me because I knew her from multiple sclerosis activities. Only last week

- Koshland: there was the formation of an auxiliary in San Mateo County. We had about forty or fifty people at our house for a reception. Shirley was there. Very bright young woman. I disagree with her political views, but don't think that she's through. She's very ambitious of a political career.
- Nathan: I see. She may learn something in the process.
- Koshland: She thinks she has learned. She's not running for Congress this time, but I'm sure that she is going to run for something. I think she's very sincere. I give her credit for that. She doesn't agree with me, but she really feels that her children are nearly grown up and she wants to serve her country, and I admire her for it.
- Nathan: You were alluding to McCloskey's independence a little earlier, saying that he received advice and didn't always take it. Is this your view of what a representative ought to do?
- Koshland: Of course. I know that a representative, as soon as he gets into office, the first thing he has to think about is reelection, where he should think first of the job he's doing representing--firstly the country, and next his constituents. But I've never asked a favor from anybody I've voted for or contributed to. I hope I never will.
- Nathan: I take it you feel that a leader should lead and not wait to find out what his constituents want.
- Koshland: By and large, yes. I think it's very good for a congressman to keep in touch with his constituents. In fact, he is asked all the time--at least half of his job is to find out things for his constituents in Congress and straighten out problems for them.

But, I think, a man should rise above that and follow his conscience. I think I mentioned before, the best political type is represented by a man like Jesse Coleman, who was a supervisor

Koshland: of San Francisco for twenty-six years. This man taught me a long time ago that you have to compromise in politics. You have to give and take. But when it comes to a big issue you stand firm on principle. He always did that and the public recognized that and supported him for a long term of years. He was appointed supervisor by Rolph to fill a term caused by the death of a supervisor. I guess it was Mayor Rolph.

Nathan: This present system of using public opinion polls in some cases to guide public officials is sort of a mixed blessing in a way.

Koshland: I think so, yes. I think there are some things to be said for them and some things against them. I look at them but I'm not very much impressed by most of them. Because the politicians--the people that run campaigns--are always taking polls or going to experts to take polls, and it guides them. But they are very often wrong, as you know.

Nathan: You would not like the kind of candidate who would be really influenced by your own opinions, then.

Koshland: No.

Nathan: Were there any political committees you have worked on over the years?

Koshland: I have been on some committees--well, you're always on a committee for the city, for these bonds or this cause--you're just a member of the committee. And, of course, campaign committees I've been on. Those are private groups too.

Nathan: Whose campaigns do you remember particularly working on that you cared about?

Koshland: Earl Warren. Roger Lapham. A campaign that I don't particularly care about, but I remember

- Koshland: I was on the executive committee of Senator William Knowland.
- Nathan: How do you find yourself involved in a campaign that you're not too enthusiastic about?
- Koshland: I start in by being enthusiastic, somebody made me enthusiastic, and I lose my enthusiasm. As a matter of fact, I think Goodwin Knight suspected that I wasn't very enthusiastic about him and checked up on me before he appointed me to the Industrial Welfare Commission after I'd served for a term or two under Governor Warren.
- Nathan: And you passed the test. [Laughter]
- Koshland: I passed the test. I didn't care, you know.
- Nathan: Maybe it's refreshing to have a really detached person occasionally.
- Koshland: I'm not a very enthusiastic person politically, anyway. I'm more interested, I guess, in things or measures, like proposition 14.
- Nathan: Were you active about proposition 14? The fair housing measure?
- Koshland: Yes! Sure. There haven't been many men I've worked for enthusiastically. More recently I did for McCloskey down in San Mateo. Right now I'm not enthusiastic about any of them. I'm working in the Kuchel campaign, and I admire him a lot. But I mainly want to defeat Mr. Rafferty if I can.
- Nathan: There were no other issues, then, that come to mind immediately, statewide. There have been, I guess, bond issues at the state level.
- Koshland: Oh, yes, I've worked in many of them. Particularly for educational matters, construction of buildings for the University and state colleges. That's been run-of-the-mill stuff. My wife, Lucile, as you know, is a very passionately political person for the candidates of her choice. She had no less

Koshland: than nine telephone calls yesterday from people asking for money for [Eugene] McCarthy. She's for McCarthy. Even from the east, see.

Nathan: She really began her political interests when she was a young person in the east?

Koshland: Yes. I think the League of Women Voters had much to do in getting her started, and then she met personalities, like Senator Lehman, that stirred her.

Nathan: Right, I do want to talk to her presently.

THE KINGMANS' CITIZENS' LOBBY

Nathan: In connection with a different kind of politics, I wanted to ask you about Harry Kingman. Did you know him well?

Koshland: He is a very close friend of mine. I'm the treasurer of his Citizens' Lobby for Freedom and Fair Play. You've heard of that?

Nathan: I certainly have.

Koshland: All the checks come through me. It's a very interesting and stimulating activity.

Nathan: When did that start?

Koshland: Oh, about five or six years ago. You know, Ruth and Harry Kingman, they are registered lobbyists.

Nathan: In Washington?

Koshland: In Washington. They represent nobody but themselves. In fact, when I first became treasurer, one of the organizations, like the NAACP, wanted to make a substantial contribution.

I persuaded them not to accept it, so that they are not beholden, they are not under any pressure. That is one reason that this has appealed to many people who've heard about it. We get many small checks, \$5 to \$25, to help this interesting organization.

Nathan: This organization consists of Ruth and Harry Kingman?

Koshland: Yes, and I'm the treasurer. I just handle the money. They write letters for various people who give money. They'll write a letter to a

Koshland: congressman or to me or to a citizen telling what they're doing, and that letter goes to other people and that brings in other checks. Now, this isn't a large amount of money. Harry and Ruth Kingman do not have a large amount of money to live on. He received a pension when he retired from Stiles Hall.

Nathan: Was he executive secretary at Stiles?

Koshland: Yes, and for the first year or two, he spent his meager savings on this enterprise, and then could not continue unless there was some way of supplementing his pension. So this does it to the extent of a few thousand dollars a year, which enables them to go to Washington two or three times a year. Particularly when civil rights matters are up. He had a good deal to do with the passage of the first civil rights bill.

One of their great virtues is that they don't just talk to the people that think the way they do. They talk to the congressmen, are friendly with the congressmen who are opposed to their point of view. And they are very helpful to congressmen, helping them to write speeches, go to meetings for a congressman where he cannot attend himself, report to him.

Nathan: So they really offer a service.

Koshland: Yes, in an informal way. For example, a man like Kuchel thinks they're great. It's been a very rewarding experience.

Nathan: You do keep turning up in all sorts of interesting connections.

Koshland: For the Kingmans, all I have to do is endorse checks. I don't even acknowledge them unless it's something very special. The Kingmans do acknowledge the checks. Some day there will be an investigation, but there will be nothing to hide.

Nathan: You were saying earlier that Harry Kingman came of a missionary family.

Koshland: I believe he was born in China, and, of course, he feels very, very strongly about the Vietnam thing now. I think he devotes a good deal of his time also, aside from civil rights and that distressing situation--I think he feels that he has something to contribute there, having been born there and lived there for a while.

Nathan: Yes, he must know the Orient differently from others.

Koshland: Yes, that's right.

Ruth Kingman and the Return of the Japanese-Americans

Nathan: How did it happen that you became the treasurer for this special little lobby, the Citizens' Lobby?

Koshland: I guess, on account of being in this race relations field so long. I guess I met Ruth first. You know Ruth did probably more than anybody else to work for the return of the Japanese after World War II. I forget the name of the organization. We have any number of Japanese contributors to this fund, the Citizens' Lobby. Ruth Kingman is the great heroine of the Japanese-American Alliance, or whatever the organization is, and they give very generously.

She was one of the prime movers in the effort to do some restitution for the sin that we committed against the Japanese-Americans here at the time of the war.

This is a stain on San Francisco, or on

Koshland: California, that has not been and never will be eradicated. When we go east, you know, we always run into this thing.

Nathan: You mean people comment about it?

Koshland: People comment about it. We've been to church services with some of our children who are not Jewish, and we go to their churches and we twice attended colloquies or dialogues in churches where this has been brought up as one of the black marks in our history.

Nathan: That the Japanese were relocated during the war?

Koshland: Yes, they were thrown into concentration camps, whatever you may call them. Actually there were no acts of sabotage by them. This was a wartime device which was not even employed in Hawaii, merely because there were so many over there that they couldn't pick them all up and put them into camps. But whereas here, where the danger was much less, the general in charge here took them all over.

As a matter of fact, one of the few black marks that I would have against Earl Warren is that he was Governor of the state then and he acquiesced in this. You can't blame him very much because he was not a federal official. Where were you then? You were very young.

Nathan: I was old enough to know what was going on.

Koshland: That was my original relationship with the Kingmans. It was through Ruth that I got to know Harry. Harry worked in the field of manpower and discrimination during the war, and has always been in that field. So we were naturally thrown together.

Stiles Hall

Nathan: Then did this bring you closer into the work of the YMCA? Or was it more a personal association?

Koshland: It was more a personal one. Of course, I admired their activities over there at Stiles Hall because I think in the whole United States, Stiles Hall was the only place where there was a free forum, which is difficult to maintain with the type of board of directors that you have in any organization, or did then.

Nathan: And this went on through the war?

Koshland: Absolutely. And afterwards. When the feeling about Communism and the Russians became very acute here.

Nathan: During the McCarthy era?

Koshland: Yes, yes. They kept an open forum during the McCarthy era. Now, Stiles Hall has problems of financing. It all stems from that. They have a fine board of directors but they're not wealthy people and they're trying to get on a more permanent basis. The average businessman is scared to go on a board like that.

Nathan: I see. They really need endowments.

Koshland: Yes, they really need an endowment or something like it.

Nathan: Now, do Ruth and Harry Kingman ask for advice or opinions from their supporters or do they go on their own?

Koshland: No, they're on their own. No supporter urges them to do anything. Now, naturally, in Washington, when they meet people, they get suggestions, but I think they give more advice

Koshland: than they receive. I'll tell you who a great admirer of theirs is, who seeks it, is Edward P. Morgan, the broadcaster. He's very close to them.

Nathan: Yes, he's on that big Sunday evening thing now.

Koshland: Right, P.B.L. [Public Broadcast Laboratory]. And they have been close to some of the officials of the NAACP. I think Clarence Mitchell is one of their very good friends.

Nathan: You were saying earlier that you thought that this was an enterprise that only these two personalities, probably, could handle. That it isn't something that someone else could step into.

Koshland: Right. I don't know anybody else that could. Just as I indicated before, Lawrence Arnstein had this organization that was unique, a board of directors that didn't have to meet but was available individually for him whenever he needed help.

Nathan: And of what was it board of directors?

Koshland: As we mentioned earlier, the California Social Hygiene Association, which originally was interested in the problem of venereal diseases, but spread out into all these other things, child care, mental health, or really anything that was related to the health of California and particularly the San Francisco area.

Nathan: I'm wondering whether the next generation will produce brilliant individual performers like Arnstein and the Kingmans, who really do their best working on their own.

Koshland: I don't know. I don't know of any in the younger generation. Maybe you have to get to be older before you're recognized. But still-- Arnstein was in this thing a long, long time.

MULTIPLE SCLEROSIS

Nathan: Turning to another aspect of your volunteer interests, are you still involved in the work on multiple sclerosis?

Koshland: Yes. You don't want to go into the whole multiple sclerosis thing, do you?

Nathan: If you feel like it, let's. I think it's an interesting part of your work.

Koshland: Multiple sclerosis is a disease that has baffled science so far. The cause of the disease is not known and there's no cure for the disease. We have a chapter of the National Multiple Sclerosis society that has done very well here in caring for patients and also in promoting some research, both at Stanford and at the University of California.

Nathan: At the medical centers?

Koshland: Yes, at the medical centers. Dr. Robert B. Aird, of University of California Medical Center in San Francisco, and Dr. Knox Finley of Presbyterian--formerly of Stanford Hospital--have been leaders in the field out here.

This has been a very interesting experience because it has evolved from a time when I, who was connected with the disease through my wife, Eleanor, didn't know a half a dozen people who had the disease--now we have over 1200 known patients in the Bay Area.

Nathan: Does that come from better medical recognition and reporting?

Koshland: That's part of it. Partly better medical

Koshland: recognition and partly because the nature of the disease doesn't bring people into the public eye very much. It's a debilitating disease but it doesn't result in death itself. People die from complications. It's a disease that hits young people, young women particularly, in their early thirties. It can strike older people and younger people, but that is the generality of it.

Someday they'll begin to find the answers; they're working on it. A great many experimental projects are going on all over the world now. Every once in a while they think they hit something.

Over at Berkeley, there is Mrs. Elizabeth Einstein, who is married to Albert Einstein's son, Professor Albert Einstein, who is in the engineering department at Berkeley. She is one of the hard workers in this field. Not only multiple sclerosis but related nerve diseases. She's quite an extraordinary person.

Anyway, this chapter which I founded together with one or two people has developed very well as part of the United Bay Area Crusade now.

Nathan: When you founded the San Francisco chapter, was that one of the earliest in the country?

Koshland: Yes, it was. Besides the Board of Directors, which is a very good and faithful one, there is the women's auxiliary in San Francisco. They visit patients and then have a fund-raising affair every year. It's called the Nob Hill Hob, social affair.

So now they're branching out into the auxiliary in San Mateo County. There's some activity in Alameda County, also, but there is a little trouble over there because there's a dissident group. They want to form their own chapter. The national organization does not like its chapters belonging to Community Chest type of funds. They'd like us to get out. But

Koshland: we feel very strongly that we want to stay in UBAC.

Special Funds or the Community Chest

Nathan: What is your own personal philosophy about special groups of this sort being separate or a part of the fund?

Koshland: I think it's good to have everything you can in the fund. But I recognize that if you had everything in the fund, everything that you or I or my friends were associated with all in the fund today, tomorrow there'd be new ones.

As long as human beings are what they are they find new needs and new problems so that you cannot get everything under one umbrella. Take the disease thing. It started with heart and cancer and now you have a multitude-- multiple sclerosis fund, lateral sclerosis; myasthenia gravis. There are at least a dozen more national organizations.

One of the difficulties is that these various disease organizations can usually raise more money being separate. The heart has an appeal, and cancer has an appeal. But it is too bad that there are so many separate campaigns going on.

In Detroit they tried to bring this under control. In Detroit they are very big givers. The motor companies and the unions give to charities there. They tried to discipline the American Cancer Society because they absolutely wouldn't come into the United Fund.

The same thing on a lesser scale is done here. I refuse to give to the American Cancer

Koshland: Society, recognizing it's a very good organization. However, some pretty little girl from the neighborhood comes in and I end up by giving them something. [Laughter]

But this is a phenomenon, you see, because the people that run the cancer society are fine people. They have their orders from the central organization in the east, so they have their own campaign. I think the business community is very cool towards them because of being "out." But they get support anyway because cancer has an appeal, as does heart.

Nathan: Did the multiple sclerosis society come first, before or after the TB association?

Koshland: It came after. The TB is sort of...

Nathan: That's an old organization.

Koshland: It's an old one, but it hasn't the vitality that it once had because it isn't needed so much now. TB has been pretty well conquered. The best example of a successful appeal is polio.

You see, for example, there was a time when polio was very virulent, and when we were struggling to get along on a minimum budget for multiple sclerosis. There were many, many more people that had polio than ever had multiple sclerosis, but the majority of those got over it. Nobody has ever gotten over multiple sclerosis. They live varying lengths of time, but there's no cure.

Competition for Support

Nathan: There is an irony about the competition for support, isn't there?

Koshland: Yes. But if you take the statistics of all these health organizations and add them up, you'll find out that averaging it out, everybody in the United States has at least one or more of these diseases. They can tell you how many people have heart trouble, how many have TB, how many have cancer or all the other things. Fortunately, the statistics don't work as far as the individual is concerned.

Nathan: No, statistics can baffle. It takes a lot of stamina, doesn't it, to stay with a long-term research effort?

Koshland: Yes, it does. Also, referring back to your comment about competition, I'm sure there's competition for the research dollar, and the National Multiple Sclerosis Association, like many of them, begin to go wild in money collections. I think every legitimate need for research in multiple sclerosis is being met, the area of several million dollars. You get prominent figures in the movie industry, in the political arena to head their drives.

And of course it is very appealing, too. There is a sort of a feeling of well-being by many of the patients--not all of them, but many of them--they're cheerful in spite of their affliction, in spite of knowing there is no known cure.

Nathan: Is it just the personal qualities of the patients themselves that makes this possible?

Koshland: That's it partly, and partly the disease itself. Euphoria, that's the word I was looking for, it goes with the disease. When my Eleanor had it

Koshland: she had this euphoria, really until World War II broke out. Then she was very unhappy because everybody was doing war work of some kind and she couldn't participate.

But I know some cases here, some people that got the disease the same time she did that are still alive. She had it twenty-seven years before she died. You can't generalize it, except that care is important--nursing care, family, loving care. The doctors have contributed very little.

Nathan: Do you get any sort of federal funds for research, from the National Institute of Health, or any of those?

Koshland: The local chapter here does not, but the national organization does, yes. Sure, there's money appropriated by Congress through NIH and other health facilities in the United States.

Nathan: You were speaking a bit earlier of entertainment and political figures who take a hand in fund raising. Did you include Shirley Temple Black's activities?

Koshland: Yes. She's been in it for many years. The reason in her case was that she has a brother that's afflicted with the disease. Although she's not an active member of our chapter, she always responds to calls to appear on radio or at a meeting, because her presence enlarges the attendance, always.

Nathan: Do you have the impression that people are moved to work in the field because they know someone who is afflicted?

Koshland: Yes, yes. Most people in it know someone or have a relative that is afflicted, which doesn't mean that there aren't a number of these women who are involved in it who just do it to be helpful in a good cause and to help people. Home visits are an important part of the work of the local chapters.

- Nathan: Do volunteers do this?
- Koshland: Yes, that's all volunteers. We only have one executive and an assistant. There are only two paid people.
- Nathan: And do the home visitors do errands?
- Koshland: Yes, they do all sorts of things.
- Nathan: Has this been going on since the early days of the organization?
- Koshland: Yes. I don't know just how long the organization's been in existence, but I'd say fifteen to twenty years now. Some people drop out but there are a number of very faithful workers, and the interest gradually enlarges and spreads out.

The Politics of Philanthropy

- Nathan: You were saying earlier that you had been involved with what was then the Community Chest since its beginning.
- Koshland: Yes.
- Nathan: And that Judge Sloss was the first president of it.
- Koshland: Yes. Multiple sclerosis came into the Chest a good deal later than that. One of the phenomena, one of the interesting things, is that no organization wants to join the Community Chest until they've built up a sufficient following so that they'll get a fairly good allocation from the Chest.
- Nathan: So there is a politics of philanthropy, like everything else.

Koshland: Yes, sure there is. We could have gotten into the Community Chest a couple of years before we did, but we wanted to first have a campaign that raised our sights. Which it did, and now we are very generously dealt with. It's a good organization, it's well run, and now we're beginning to get bequests, too, from people who either have a relative or have the disease themselves, and leave it to the local organization, the Northern California Chapter.

Nathan: Who is the local executive?

Koshland: Molly Owen, who was with the Community Chest. She's an Irish-English girl, extraordinary person, wonderful.

Nathan: The whole question of fund-raising for specialized problems like this is an interesting one. You and I were standing on the street corner one day when a band rolled by, playing to publicize a fund appeal. Do you remember this? A jazz band on a truck.

Koshland: Yes.

Nathan: They were trying to drum up interest in I forget what disease, I think it was for the March of Dimes.

Koshland: Yes, it was. They're still around. They were on the streets again yesterday.

Fund-Raising by Stunts

Nathan: What is your reaction to this sort of appeal? It's attention getting, I guess.

Koshland: On the whole I'm far from enthusiastic about it. I'm really against all this type of activity: raffles and ticket selling. I'm against it for

Koshland: two reasons. One is that with ticket selling they push tickets on people who can't afford to buy them. You buy a dollar ticket and you're going to win a Cadillac or a trip to Hawaii. Secondly, it gives people an excuse not to give to the organized charities because they say, "I bought tickets for all these things." For those two reasons I think it's bad.

As against that, you can say, "People give money for charity who wouldn't give anything otherwise." That's true too.

If people who are zealous about a cause go to their friends and get money for that cause, they'd be better off that way than with all this hoop-la and the expense that's involved in it.

Nathan: So your idea of a properly run appeal would be individual conversations between people?

Koshland: And individual approaches. Now, life has become so complicated it takes two or three visits to get a contribution when you call on somebody.

Nathan: Is that your experience?

Koshland: Yes. Now, at my age I don't call, I do it on the telephone, and it's not as effective as seeing people. Ideally, two people should make the calls always, supplement each other when they talk to someone. But it gets more and more difficult to get two people together that will follow through.

Of course, in the Jewish causes, particularly the Federation, people get educated. You don't have to do as much calling. We still have the device of the dinner where people announce their gifts, which I personally hate, but I have to go through with it because it does get results.

I just hate these card calling things. We all do. But if you believe in the cause and it gets results you go along with it. San Francisco

Koshland: is a particularly sophisticated community. It doesn't go for this sort of thing much. In Los Angeles, they have them every other day.

Nathan: You think they like them there?

Koshland: There're a lot of people who like them.

Nathan: The drama of it possibly.

Koshland: Yes, that's right. And there are always some people that go and they know just what they're going to give and then they get a little moved by what somebody says or what somebody else does and they increase and give something in honor of the grandchildren. The net results are always a little better.

THE STRATEGY OF FUND-RAISING

- Nathan: Thinking in terms of what is really the most effective way to raise money for a cause, would you put at the top of the list, two people making a personal call on the third?
- Koshland: Yes, but not at the top of the list. The first thing is a meeting of some kind.

A Meeting and a Leader

- Nathan: You've got to start with a meeting.
- Koshland: Yes, whether it's a dinner meeting or an afternoon meeting. You have to have that and you have to have a dynamic leader.

A good example of that is the emergency appeal we had at the time of the Israeli war last June. I was the chairman of the emergency appeal. I and others who were leaders, we got all kinds of compliments, and placques and things like that, but Bob Sinton was the real leader. He was the president of Federation and he felt this very keenly. We all did as a matter of fact, at the time of the June war, and that was the easiest campaign that one could imagine, because people were moved.

We have the same thing this year, and people are not as moved, even though the financial need is just as great, as represented by the UJA (United Jewish Appeal), as ever. After all,

Koshland: Israel has more territory to take care of and the army to keep up. All the government resources are devoted to emergency activities, including the military, so that friends of Israel on the outside still have to put up money for the payment of people who take the places of people who are in the military.

Nathan: At this major meeting, how many came?

Koshland: Our major meeting was of a relatively small group, forty or fifty people.

Nathan: Is that what you mean by beginning with a nucleus?

Koshland: Yes, that's right. Then you have, usually, a meeting of the people who would be the larger givers, after that.

The Second Meeting: Major Givers

Nathan: The second meeting, then, is of the major givers?

Koshland: Yes.

Nathan: How do you get them to the meeting?

Koshland: By pressure, telephone, letters. There has to be a spirit to the thing or people won't come to it. People are particularly shy nowadays. Unless there is pressure put on them they don't want to go to meetings. I've been to so many meetings where people know they're going to be tackled for money, and nowadays they've learned to stay away.

Of course, there's a new device now. People are getting onto that. It is to have a luncheon meeting and indicate no solicitation of

Koshland: funds. You have the appeal but you don't have the solicitation of funds then. But a few weeks later you're approached. People are getting wary of that kind of luncheon. I know very well, because I've had two or three of them lately and people just don't come because they know that even if there isn't an appeal at the luncheon, there will be sometime in the near future.

Nathan: So you started with the meeting of the nucleus of workers and then the meeting of the major donors, either billing it as with solicitation or with no solicitation of funds.

Koshland: Well, if it's a big campaign, like the Federation, people know it's solicitation of funds. And for an organization that's been in existence for many years they expect it. It's an evil that they have to get through with.

Forming Teams According to Trades

Nathan: Then what is the next step?

Koshland: Then you form teams, sometimes according to trades. It takes a large organization to organize by trades in a moderately large city, or even a small city.

Nathan: What is the theory behind organizing by trades?

Koshland: The people who are in a trade know best what their competitors can do, or are in a position to do.

Nathan: People can't get lost so easily then.

Koshland: No, no, if there's a good leader in that trade or industry he will get around to all his

Koshland: competitors and friends and suppliers, too. There's such a thing as going after people from whom you buy things, who are a little bit beholden to you.

The United Negro College Fund

Nathan: And does this work well?

Koshland: The best drive I ever was connected with was some years ago, at the beginning of the United Negro College Fund here. In that case I was brought into it originally when the president of the United Negro Colleges was out here one summer. One or two other people helped me and we got nowhere. I got a letter from Mr. John D. Rockefeller, Jr., thanking me for what I'd done and suggesting that I become chairman.

I wrote back to him that I wasn't the person to do it, but I suggested Mr. Petersen, who was president of Standard Oil of California, and who had to take some sort of orders from Mr. Rockefeller. Mr. Petersen was a friend of mine and a very fine man.

Nathan: What was his first name?

Koshland: Theodore Petersen was his name. He was a Mormon. You know the Mormons have a very strong feeling about Negroes. In some of their archives they have statements made by the prophets that the Negroes are not human beings. Yes! Some stone uncovered in New York by [Joseph] Smith, or something like that.

So, anyway, Mr. Rockefeller asked Petersen to do it. Petersen had to do it. Petersen always used to say to me, "I think you engineered this."

Koshland: And I said, "I don't know what you're talking about, Ted." [Laughter]

But anyway, he organized the campaign and this was the most perfect campaign, because if you did business with Standard Oil, you gave, and just like that this campaign went over. The effect of that campaign which is over ten years old is still seen, in that every year we raise a little more. We have these people that gave originally that continue to give, then we add to them every year.

This is the progressive event that was started ignobly, if you will [laughter] but it's been a great thing. I don't know how they've done the United Negro College Fund in other cities. There's a very good man here that does the spade work and to be a chairman of that campaign is not a great chore.

Nathan: It's a rolling enterprise now.

Koshland: Yes! Now, you see, these Negro colleges are far away from here. They're all in the South except for one in Pennsylvania. Of course, people comment increasingly; here we are working for equality, but we segregate Negroes in colleges. The answer is that they are not segregated.

The Negro colleges will admit white students, but very few white students go. Then the states have restrictions and the Negro college suffers financially if it doesn't follow the customs of the area where it's situated.

Many of the Negro leaders of San Francisco today are graduates of one of these thirty-four or five Negro colleges in the South.

Nathan: Is Howard University one of them?

Koshland: Yes.

Nathan: Are there any others that have an equally high scholastic level?

Koshland: Tuskegee is one of them. And there are others, whose names don't come to mind at the moment.

With the help they are getting from the rest of the country, they are gradually improving because they were pitifully poor. Even today, the combined effort to raise money for the colleges of the United Negro College Fund is less than Harvard or Princeton or Yale alone. The dollars go a long way there.

Nathan: Is it your feeling that supporting those Negro colleges gives opportunity to Negro students who wouldn't get an education otherwise?

Koshland: Oh, sure. Very much so. Even though throughout the country there are more Negro students going to state and private colleges and universities.

Nathan: Do you feel that eventually there will be less need for this kind of fund?

Koshland: Yes, eventually, sure, but not now.

Rockefeller's Interest

Nathan: How did John D. Rockefeller, Jr., get interested in this problem, do you know?

Koshland: I think it goes back to the Rockefeller Foundation and his first gifts for education. I think it became apparent to the people around John D. Rockefeller, Junior. I don't think his father was ever interested particularly in that sort of thing. He not only gave of himself and of his money, but brought his boys up to be interested in this sort of thing. They all, whatever you may think of them politically, they're all pretty good citizens of this country.

- Nathan: Yes. And are you still affiliated with the United Negro College Fund?
- Koshland: Out here, yes. I'm not on the national level, although I have been the national vice-chairman of the funds. They had a big capital funds drive a few years ago, and they get more and more prominent industrialists interested. But I haven't been chairman of the drive out here for many years. I helped find the chairman each year. In the last couple of years it's been a very fine gentleman, Mr. Bechtel. Kenneth Bechtel. He's been the chairman the last two years.
- Nathan: You begin to sound to me like a chairman-finder for these organizations.
- Koshland: Well, yes. I have at least a call a week from somebody who wants to raise money and asks me how to do it. It is very difficult because, after all, my acquaintanceship is limited and I always think of the same names, the same people.

Criteria for Donating or Refusing

- Nathan: Just to follow the thread we started before, you got us started in the ideal campaign with a dynamic leader and the first meeting of the nucleus and then the meeting of the big givers, and then the formation of teams on the trade level.
- Koshland: Not always trade. A team may be geographical. Or it may be based on certain elements in society, middle class or upper middle, lower middle. You have to have chairmen of public relations and you have to try to keep the cost

Koshland: reasonable or people will refuse to give, as I have done on occasion.

I refuse to give to certain Jewish campaigns because I know that a considerable percentage of the cost goes to the solicitor, a professional. An example of that is the Denver hospitals. Professionals, many of them, use really bad methods. What they do at one of the Denver hospitals at least is to go to a prominent Christian here in San Francisco and get him to sign a letter to a large number of his friends and acquaintances and ask for \$18.95 to provide a scholarship or take care of a patient for a day in a hospital. And many Christians receiving this letter think, "Well, it shows how tolerant and generous I am," and they don't think and send this donation back.

The man that signs the letter in the first place hasn't looked into it very well. I've talked to him several times. I've said, "Do you know what you're doing?"

"Well, it's a hospital, in Denver or Los Angeles. It must be good."

I say, "They do do good work, but do you know how much it costs to raise the money to help them?" It never enters their heads, you see, and certainly not the heads of the people who receive the letter asking for a modest contribution.

Another one that I'm down on is the City of Hope in Los Angeles. It's a fine hospital. When they accept a patient the patient doesn't have to pay anything. Well, that's all very well, but I don't think the City of Hope has the right to go all over the country collecting. It's not a national hospital, it's a Los Angeles hospital.

Mount Zion in San Francisco can say the same thing because it is quite a great medical facility, but they don't ask for money outside

Koshland: of the area in which they operate.

Nathan: So, you judge an appeal partly on the basis of the cost that goes to the actual fund raising and partly on whether it's appropriate for the area?

Koshland: Yes, and then, of course, the need and urgency of the cause, too. Some things are not so gravely needed as others. People say I never say no. That's not true, but I'm inclined to give something personally to a cause in which a friend of mine, whom I like and respect, is engaged without going into all these things.

I remember once going to see one of the grand old men of this town, Mose Gunst. He had a cigar store; Morgan Gunst's grandfather. The Morgan Gunst of today had a father who was active in philanthropy, and his grandfather was one of the earliest one. This was a great human being who didn't know anything about organized charity, but he really evolved the phrase "Give while you live."

I remember very well going with him to the Anglo-California Bank as it was called then, to see Mr. Herbert Fleishhacker. Mose Gunst said he wanted to see him and he and I were there. We wanted \$2,000. In those days that was quite a little money. Mr. Herbert Fleishhacker said, "What for?" And Mose Gunst said, "To buy a cup of coffee for a poor old man." With no more explanation than that, we got the \$2,000. That was because of Mose Gunst. The money was actually for the Jewish Federation.

Personality has a great deal to do with this thing. A shining example today is Mr. Ben Swig, who is the best money raiser in this community and a man with a great heart, great generosity. He's criticized by some people as wanting the limelight, wanting the honors. But discounting that, the fact remains that he does give and he does work at everything that he's in, and believe me they are countless.

- Koshland: A good deal of the progressive attitude, not in charity is due to Mr. Swig who came from Boston in his middle life. Do you know him?
- Nathan: Only by name and reputation.
- Koshland: His children are pretty good, too.

Report Meetings

- Nathan: Then, in the conduct of the campaign, do you think report meetings are of value particularly?
- Koshland: They've become less and less effective, but you have to have some means of reporting and some place where people will go to report and exchange experiences. We don't have so much of the old-time report meeting of all the workers who were involved in a campaign. You don't see that even in the Community Chest or the UBAC here.
- Nathan: Is there anything that has taken its place, or is it just gradually fading out?
- Koshland: I think it's gradually phasing out. The emphasis now is on the leaders following through to the workers to finish up their work. I have still some outstanding cards, for example, from the Federation this year. I'll get a call within the next few days from the chairman of the committee. He will say, "Where are these cards?" Or the professionals, the efficient professional follows through.
- Nathan: Has the role of the professional increased over the years, in importance?
- Koshland: Yes, I think so. I'm talking now primarily of the fund raising.

Recruiting Leadership

Nathan: You were saying how important the personality and other qualities of the leader really are. How do you go about recruiting new people? How do you find the right people for these jobs?

Koshland: Well, it's partly through seeing young people who are alert and who are ambitious, and it's partly through the natural development of the fund-raising machinery. You can't just say, "I'd like to be on the board of directors of an agency" or "I'd like to be on an important committee." You have to make your mark some way, and usually that's through fund raising.

Now there are people who get on boards of directors without having fund-raising experience. They have some extraordinary talents in other directions. But the general way is to be a little solicitor in a campaign. You see that all the time. Young men emerge who started this way and then become leaders in the community. We need this now more than ever because the old guard is almost gone.

Nathan: Of course, they did remarkable things.

Koshland: Sure they did, but it won't carry on without leadership. You've got to have new leadership. In our Federation, now, for example, we've got it now. There are a host of young men that have come forward.

Nathan: (Referring to a letter) We were talking earlier about fund-raising assignments. Is this another one?

Koshland: You know the Union of American Hebrew Congregations has a young man out here. These young, professional public welfare people, the fund raisers. Poor guys. Their job is to raise money and they are pests, to say the least. I've got all my

- Koshland: instructions, I know just what to do, and now the fund raiser is revising things.
- Nathan: I see, so he sort of helps write the script for you when you preside at one of these dinners.
- Koshland: I'm no orator, as you might have observed.
- Nathan: You keep saying that but I haven't observed it at all. [Laughter]
- Koshland: I'm very good as a master of ceremonies because I make mistakes and the audience always loves you when you introduce somebody by the wrong name or mispronounce something. People are so sorry for you when you blush. That's the way to win an audience. I can write a book on that one.
- Nathan: Maybe some of the political orators should take a lead from your book.
- Koshland: But I don't do it very often anymore and I hated to do this, but I'm doing it.
- Nathan: You still say yes from time to time.
- Koshland: Yes.
- Nathan: You were complaining sort of mildly that everybody called on you to raise money.
- Koshland: I could take out my calendar, I could fill this thing up over and over. Now there are all these seminaries over in Berkeley. They are banded together and they get a million dollars from Ford, or Rockefeller, if they can raise \$400,000 a year.
- Nathan: What is this one?
- Koshland: The Graduate Theological Seminary. It's a combination of a number of seminaries in the Berkeley area, all Protestant or Catholic. But they also have a school of Hebraic studies. Not a building, but it's in there. So, they

- Koshland: want to know how to raise \$400,000. Simple, my dear Watson. Very nice man--have you met him over there?--Dr. Dillenger.
- Nathan: No, I don't think I know him. This leads us into the question of combined religious activities, not only, say, for Jewish organizations or Jewish religious groups. You do get involved in fund raising for other groups also.
- Koshland: Yes, to some extent. Of course, organizations like the Conference on Race and Religion or the Christians and Jews.
- Nathan: Is this an especially American quality, this forming of organizations?
- Koshland: Oh, yes, I think it is very much so. It's quite a phenomenon that is watched and admired and envied in foreign countries. Now they have, I think, fund raising in England from what I've heard from one or two people, in a much more primitive manner. They give these balls and charity things to raise money for a hospital. They have committees, it's true, but they don't go through the process we've been talking about here. Not that I've heard of.
- Nathan: Perhaps there was something more that might be said about the recruiting of new young leaders. Does the incumbent board make it its business to look out for promising people? Is that something that's done consciously, or does it just happen?
- Koshland: No, I think it's done consciously. The good board watches out that it doesn't recruit people who come into it only for their own self-glory, or for political reasons.
- Nathan: I suppose the political contacts would be very useful in many ways.
- Koshland: Yes, it makes it incumbent on the political person to impress people that it's not just

Koshland: for political reasons he's involved in this. A person like Harold Dobbs was criticized during his campaigns, because all of a sudden he joined organizations that he hadn't been involved in before, you see. On the other hand, he was a very good member of some of these organizations, very intelligent. Actually I don't think it helped him politically because he didn't win. Nothing takes the place of personality, integrity, intelligence.

Personality--[laughter], with the television what it is today. Where do you think Mr. Reagan would be without television?

Nathan: I keep wondering whether lots and lots of exposure may not show more of the man himself.

Koshland: Yes it does, he can get exposed too much. I mean, on the other hand, a fellow like Nixon has got to overcome a rather unpleasant television look. Don't you think so?

Nathan: [Laughter] Yes.

Koshland: He's consciously trying to improve his manner.

Nathan: Yes. What did you think of the Governor's recent recognition that not every group has shared in the affluence of our society?

Koshland: I think that the Governor is learning. We have to suffer, but he makes statements he doesn't know anything about and then he backwaters, so there's a little to be said for him.

Nathan: Isn't it an expensive education?

Koshland: Yes, of course, it is, and in the meantime the people in the health field think the whole health department is falling apart.

Nathan: Yes, in fact, your old friend and associate Lawrence Arnstein has something to do with that. [Laughter]

- Koshland: Yes, I think you better resume with him.
[Reference to ROHO interview.]
- Nathan: He just keeps rolling along, doesn't he?
- Koshland: That's right.
- Nathan: He did seem to get the whole committee up in arms and ready to express their views.

Brandeis University

- Nathan: You were talking about the way that you became interested in the Negro College fund raising problems. How did you get involved with Brandeis University?
- Koshland: Yes, yes. Well, we come back, I guess, to Mr. Swig, who had been involved in some way in the formation of Brandeis University and who therefore knew the president, Dr. Sachar.
- Nathan: Abraham Sachar?
- Koshland: Abraham Sachar. And he introduced him to this community. Then there was a little old lady named Lutie Goldstein--you remember her?
- Nathan: Yes, very well.
- Koshland: She and Mr. Swig promoted this meeting, which was just to meet Mr. Sachar. Again, it was not fund raising. Sachar made a wonderful speech, and he is the best speaker I've ever heard. That's saying a lot--all around speaker. This man has intelligence, personality, humor. He's got everything. I used to think Monroe Deutsch was about as good as they made. This man was better.

Koshland: Well, anyway, they had a meeting here. One man was antagonized because at the end of Mr. Sachar's speech Mr. Swig got up and asked for money and he had promised not to. People were up in arms. But Lutie Goldstein called us up and said she was sorry and all this sort of thing. Sachar--it didn't bother him. He came back and we had a lunch for him. It was an interesting example of how things develop. We asked a lot of people to lunch, Swig and I.

Nathan: So you were, by this time, involved?

Koshland: Well, I'd come around, and I was impressed by Dr. Sachar. He was a wonderful person. We had lunch and only seventeen people came. In the course of the luncheon Mr. Swig said, "Now wouldn't it be a wonderful idea if we set up a chair at Brandeis University in honor of Earl Warren?" Warren was in the limelight at that time for some reason or other.

Dr. Sachar said, "Of course it would."

And he said, "How much would it cost?"

Dr. Sachar said, "\$250,000."

Swig said, "Done!" without asking me or anybody else.

Dr. Sachar left town and in the course of one week, Mr. Swig raised half of that \$250,000 on the telephone.

Then we had the problem of raising the last half, and that was a job.

Sachar has been here since then. They interested the women out here, as you know, in a library.

Nathan: Your daughter, Phyllis, is involved in the library, isn't she?

Koshland: Yes, Phyllis is, along with a lot of people we know. Sachar is an extraordinary man. He became

Koshland: the greatest fund raiser you've ever seen.

Nathan: Had Mr. Sachar done this kind of thing before?

Koshland: No, Mr. Sachar was with the Hillel Foundation and he was on the point of retiring. I don't know if I have this exactly straight, but I think I do, that the idea evolved with a group of men to have a Jewish sponsored university here.

Most of the great private universities were originally sponsored by religious groups-- Harvard, Yale, Princeton, almost any of them. But there was no Jewish-conceived and sponsored university. I guess there is the Yeshiva, which is in New York.

Nathan: It's more religiously oriented, though.

Koshland: Yes, religiously organized. So, what happened was that they got Albert Einstein involved.

Nathan: Wasn't he at Princeton?

Koshland: Yes, that's right. They got him involved and the people that organized this couldn't control him, so the thing was dropped.

Then a group in Boston were offered a piece of property that had been a medical school that had failed financially. And again Einstein was brought into it, and Einstein got mad at them and dropped out of it. But the group went ahead anyway. The group were non-college educated people. All of them, the five or six of them that started this.

Nathan: Was Mr. Swig involved in this?

Koshland: No, I don't think so. But then they found Dr. Sachar, this man who'd written important books, as well as doing his Hillel work and was on the verge of retiring and going back to his native habitat, which was Oakland, California, to spend the rest of his life writing.

Koshland: So they took this man and made him president of the university. And, of course, the development of Brandeis is one of the most sensational things. It's right up in the forefront of American universities and it's a young university.

I represented them one year in the procession over here at Berkeley at Charter Day. I walked in the academic procession. I was asked to represent Brandeis, and I was the next to last person in the procession.

Nathan: Because it was such a young institution?

Koshland: Yes, it was chronological.

Nathan: What has been your connection with Brandeis?

Koshland: They made me a Fellow. To tell you the truth, I was there before I was a Fellow and saw the whole place and became very enthusiastic about it. Since then I'm a Fellow but I've never had the hood placed around my neck, which is my fault. I've been interested. And there are other people here now that are interested.

Yesterday I had lunch with Mrs. Russell, a representative from Brandeis, with the idea of doing something for Brandeis, financially, using Dr. Sachar's retirement as the excuse for it. He's coming out here. There we have to devise ways and means of getting people willing to come to a dinner again. They would not be asked for money at the dinner, but will be asked subsequently.

Nathan: This is Madeleine Haas Russell?

Koshland: She's a Fellow of the university. Mr. Swig and Mad and I are Fellows of Brandeis University in San Francisco. There are a number of people in San Francisco, the Bay Area, in Oakland, Berkeley, who've given money to Brandeis and who've sent children to Brandeis. You know Felix Bloch, his sons, I think went to Brandeis. At least two, maybe the other one.

Koshland: So there's a growing awareness of Brandeis, a growing pride among Jews. Of course, it's a nonsectarian university. There are more Jews proportionally there than there would be otherwise because--well, you know, there were restrictions on Jews at other universities up to ten years ago, let's say. But many more Jews apply and the admission is strictly on accomplishment. Well, of course, there are a lot of able Jewish young men and so they are there in disproportionate numbers. The faculty, I think, is somewhere between a third and a half non-Jewish.

Nathan: There's no such thing as compulsory chapel or compulsory religious observance?

Koshland: No. But there are chapels. One of their prides there is they have a chapel of the three faiths. Beautiful buildings, three beautiful buildings. Certain people gave money for the erection of these buildings. Actually, the Catholic one is used a great deal. The Jewish one is pretty well used for Jewish sabbath. The Protestant one is less used than the other two.

Nathan: This is a sort of fund-raising wasn't it? To have the fund raising for Brandeis develop here?

Koshland: Yes. Sachar did it. It's not only here, it's all over the country. He has people working for him, developing things. I think Swig's presence here had much to do with it.

But nonetheless Sachar is a builder and appealed to the pride of Jews. Here is something put up primarily by Jews, although it is a non-sectarian university, and it's an excellent university. He's able to impress rich people in the east to give big sums for particular projects. One good example is Mr. Rosensteil of Schenley Corporation.

In the course of the development there he told Sachar he would give him a million dollars for a biochemistry department. But he said to

Koshland: Sachar, "This has got to be first-rate. Here are ten great biochemists. These are the people I want you to go after--of course you can't get them--but these are the type of people I want you to go after."

Sachar got seven out of the ten to come to Brandeis.

When my son, who is a biochemist--when I told him some of these things, ten years ago, he laughed, sort of. This biochemistry department at Brandeis. He knew about it but it didn't amount to much. You ask him today, he'll tell you it's one of the best in the country. One of the best! Now that's due to Abraham Sachar. And that goes throughout.

There's a man whom I've talked to on the telephone, whom I've never met, named Goldfarb, who gave the first \$2 million to the library. The women of the country were raising the other million. And they were doing nicely, but it was slow going. Goldfarb visited there one day and said, "How's the fund getting along with the women?"

"Well," Sachar says, "they've raised a few hundred thousand dollars, but it's slow. We'll get it."

Goldfarb says, "I hate to think of those women struggling so hard. I'll give you the other million." [Laughter] This is the sort of thing that happens.

Nathan: He had given the first two.

Koshland: The first one or two, or maybe the first one, and then the understanding that the rest would be raised. Sachar said, "We'll get the women to raise the other million." This is one of the incidents that happened, you see. He was extremely able at getting a person to put up a large sum of money for a particular activity.

The Problem of the Last Million

Nathan: Then does it carry the name of the donor somewhere?

Koshland: It very often does. That's what I'm trying to do over at the University of California with not much success because of all the troubles we've had over there.

Nathan: Oh, in your Centennial Fund work?

Koshland: Yes, sure. We raised some funds, you know, for the auditorium-theater, which is the Zellerbach. And we'd like to have somebody give the last million dollars for the art museum, and we haven't been able to do that yet. So it probably won't have a name. But there will be different parts of it. There may be wings named after somebody.

Nathan: For this new Zellerbach building, that means that the Zellerbach contribution was a major one, but did not pay for the whole building.

Koshland: Not all, no. It was the last million of maybe five or six million. The rest of it came from student fees and Regents funds. That's one reason the students raised a furor about it. Which came up particularly at the time of the Zellerbach troubles down south in that one plant there, in the Ku Klux town that unfortunately they are stuck with.

But that is past. The students really would like to name the buildings, but they never have done so in the past, not even the dormitories or anything else.

Nathan: The dormitories are named after University people, not after donors.

Koshland: That's right, yes.

Nathan: Although even those names are not used. They often call them Unit I and Unit II in ordinary conversation.

Koshland: Gordon was in a place called Griffiths Hall. And that was named after Farnham Griffiths. Another one of them is Ehrman Hall, I think.

Nathan: Yes, that's right.

THE COLLEGE OF SAN MATEO

Nathan: There are several things I want to ask you to talk about. Will you pick the one you want to talk about first?

Koshland: All right.

Nathan: We have been talking about your fund raising for the Centennial for the University of California. And then there is your interest in the College of San Mateo and what you're doing there. Do you have any preference about what we go to first?

Koshland: No, I think we should do both.

Nathan: Let's go right on to the College of San Mateo then, since that's been on your mind recently. How did you first get interested in it?

Koshland: Well, I had the interest that any good citizen would have in the education of the county, or district, where he lives. But in this particular situation I was really brought into it by Dr. Julio Bortalozzo, who is the president of the College of San Mateo.

It was a junior college that started some years ago in the city of San Mateo and moved several places, and then finally was established up on the heights above the city. It developed very rapidly due in no small part to the intelligence and activity and zeal of Dr. Bortalozzo.

The 1964 Bond Campaign

Nathan: Has he been president for a long time?

Koshland: Yes, about eleven or twelve years. He's a very distinguished man. He's been in several places. He came to San Mateo from Stockton, and he'd been back east--I think at Dartmouth. I think he's been in Oregon. Very fortunately for San Mateo, he came there.

I was brought into the situation because there was a bond issue of some \$12 million to provide facilities for the college and to buy land for the expansion of the college into the northern and southern parts of the county. I was the chairman of the citizens' committee. We had a very good campaign and we won an overwhelming victory.

Nathan: When was this?

Koshland: 1964. I had a very good organization but the key factor in this was Dr. Bortolozzo himself, who made hundreds of speeches during the campaign and covered every element of the community. He climaxed this, perhaps, by the fact that he had the Catholic priests in the area helping to have the parents of the parochial school children vote for this public bond issue. Which was pretty good, wasn't it? [Laughter]

So we won that election, and it's a wonderful school. For example, Mr. Allan Temko, you've heard of him, of the Chronicle, who is very prone to criticize everything architectural around here, compares this college campus to the Acropolis, to the Taj Mahal, and other similar beautiful examples of architecture.

Nathan: Did you have a distinguished architect for this?

Koshland: Yes, we had Mr. Warnecke, who's the architect for that particular one. Now, we have other architects for these additions that we are working on, although he's involved with one of them, too. Billy Coblentz's wife, Jean, worked on the color and design and did a very outstanding job. She's very good, so considered by many of the architects.

So, I was awarded a degree, I'm an Associate in Art from the College of San Mateo.

The 1968 Campaign: Taxes and Bonds

Nathan: Did you also have another bond election?

Koshland: Yes, in order to complete the two buildings-- one will be called Cañada College, the other one will be called Skyline, which is near San Bruno. We needed more money because of rises in construction costs, which went up thirty-one percent between 1964 and the present time. So we had a campaign this year [1968] to raise this money, partly by bonds and partly by increasing the tax rate three years. The increase in the tax rate, which required a majority vote, was won. We carried that.

We lost the bond issue by about one and three-tenths percent. We needed to have sixty-six and two-thirds percent majority. It was very disheartening because this was a very well-run campaign, again, due mainly to Dr. Bortolozzo. We had a very good and enthusiastic committee. But there are just a large number of people that say "no" on anything that will increase their costs. You see, the bond issue did get an even bigger majority than we had for the tax increase, but we didn't get the two-thirds.

Koshland: I'm sorry to say that part--I don't know how much--of the no vote came from people who objected to the appearance of the students on the campus, which had the same general aspect as any other campuses: students with sloppy clothing and beards and long hair. I can't tell how much it was a factor, but it was some. It was enough to rob us of that one and three-tenths percent, I think.

And I think it's rather ominous--not ominous only for San Mateo, but for all school bond issues in the immediate future, because, as I say, in this whole county every organization from right to left supported this publicly and every newspaper supported us. The Chronicle was neutral. But every local paper did. The Examiner here and all the newspapers down the Peninsula came out for us and still we lost the bond issue.

Nathan: That sixty-six and two-thirds is a difficult level to achieve.

Koshland: Yes. It's the temper of the people now. They just don't want to. This was on an off day, there wasn't a big vote. It was what they usually expect, twenty-five percent turn out. We thought we'd win because we'd worked hard and we'd urged the people who were interested to go and vote and they did. But evidently there were some 20,000 people who took the trouble to vote in this off election and vote no.

So you can see that there is a revolt of the small householder.

Nathan: Yes, and maybe as you suggest, too, some estrangement between the people of student age and the people of property-owning age.

Koshland: Yes, yes, that's true. The students themselves worked very hard on this, and so did the faculty. But the main thing is the tax situation of the small home owner.

Nathan: Are there unified school districts in the county?

Koshland: There are several high school districts. I don't know the exact number of high schools that there are, but there is the Union high school district.

Nathan: Maybe part of the problem is that the number of different districts sometimes makes it difficult to pass a bond issue for one particular district because people get confused.

Koshland: It could be. But in this case we received more adverse votes in the areas that were going to be most benefitted. Redwood City, for example, which is not far from the Cañada College and some of the areas in the northern part of the county which are going to be benefitted by the Skyline College, voted for it, but not in the proportions that we thought they would, because they're the ones that are going to be benefitted the most.

Nathan: It sounds as though you organized in every way that one possibly could.

Koshland: Yes, surely.

Nathan: What is the plan now?

Koshland: We will open the Cañada College in September of this year. But there is a question of what the board will do with the Skyline College. It's due to open September '69. We may go out to have another bond campaign.

When I say "we," I'm not on the board, I just was asked to be head of the committee. The board makes the decision. It's a very good board, a really dedicated group of people, including one that you may know, Eleanor Nettle. Do you know her?

Nathan: That's a familiar name.

Koshland: She was on the state coordinating council for a number of years. Actually I should have brought it up to show you, an article in the paper that tells how she's won three awards in

Koshland: the last two weeks. She's an alumna of the year, the first one, a new award, at San Mateo Junior College. And then won a state award and then a local one. A remarkable person.

Community Participation

Nathan: Do you find that there's a lot of community participation in the college? Do people take courses in the college who are not just college age people?

Koshland: Yes, I should have mentioned this. There are 9,000 students there now, in a college that has facilities for eight, in this one college. There are 10,000 students and adults there at night, not every night, but there are 10,000 night students, adult and other, that participate, that use this college from Monday to Friday every week, so it's a beehive of activity.

I should mention also that it has been in the forefront in dealing with the minority problem, chiefly the Negroes, in tutorial programs, Head Start, and so forth. The number of Black students a few years ago was very small, it is now up to around 500. This again is due in no small part to Dr. Bortolozzo's policy.

I think that this may be unique in the fact that the Black students are rather happy there and rather boast of their accomplishments. I think it's being written up--this program--throughout the country.

Nathan: I suppose he must have attracted an interesting faculty, also.

Koshland: An excellent faculty. Well, now, Bortolozzo's just resigned because he doesn't want to take on

Koshland: the job that the board has created of being the head man, the superintendent, of the three colleges. He wants to stay in the teaching end of it. The board has not yet accepted his resignation. I and others are urging him to stay, but he seems pretty set on taking a rest and moving on to other fields.

Nathan: What is his field?

Koshland: Political science, cultural activities of all kinds. He's very much concerned with what is happening in the world today. He's been very active in the politics of the county and gets quite universal acceptance of his views. Although, naturally, a man as active as that is bound to make enemies and to draw criticism. I think that's about all about the college. Except I think that all San Mateo citizens are pretty proud of this college.

There is no tuition, so it is a great boon to the citizens of the county, as it is, I'm sure in many other counties. There is one point that is interesting, that is that the kids that go there and then go on after two years to Berkeley or Stanford or other places have made excellent records. Scholastically they do better than the kids that enter these universities as freshmen. So, that's a tribute to the administration, as well as to the faculty, of course. They have an excellent faculty.

Nathan: I'm interested, too, that you should be involved in what is really a very new development in education, the junior college. It seems to be working very well there.

Koshland: They are really community colleges, because they are close to the people.

Nathan: And certainly facilities for adult education in a very real way.

Koshland: Of course, that brings criticism from the

Koshland: taxpayers, too. They don't want to pay taxes to provide night schools for adults who may take a course--I have a friend for example that goes there twice a week and takes an astronomy course at night. Others take courses in education; and then there's a pretty exciting program in the drama, and in music. There are events almost every night up there. We actually don't go because we're too busy, but we'd like to do much more than we do.

Nathan: It certainly has something to do with the quality of life of the people there.

Koshland: Yes.

THE CHANGING ROLES OF THE JEWISH COMMUNITY

- Koshland: This is a letter from the Union of American Hebrew Congregations, they're getting up a testimonial dinner for Rabbi Glaser. Do you know Joe Glaser?
- Nathan: Just by name.
- Koshland: He's a very fine young man. Now about this dinner, nobody wants to come to it and I'm stuck to be chairman and hate it. Too old to be a chairman, preside at a dinner. Well, there won't be very many people, so, maybe...
- Nathan: Do you find it very hard to say no?
- Koshland: Yes. Very hard. I made up my mind I wouldn't get involved in this, then I got talked into it, and this always involves fund raising, too.
- Nathan: Yes. What is Rabbi Glaser connected with?
- Koshland: He's with the Union of American Hebrew Congregations. He's the northern California representative. They have one in the south too. He's a very fine young man. He came from the city here. We listen to him after we listen to the news Sunday morning from 7:00 to 7:15. He speaks from 7:15 to 7:30 on CBS, radio. He's about to be changed, I think, to three times a week instead of once. It'll be more along social welfare lines than straight religion.

Union of American Hebrew Congregations

- Nathan: I see. Is this Union of American Hebrew Congregations the one that helps congregations find rabbis?
- Koshland: Yes, yes. Get's up--well, I won't say the prayer book, because there's the conference of rabbis in that. But it's the educational and overall national organization of the reform congregations. The union has something like--I think it's--six, seven hundred congregations that belong to it. It used to center in Cincinnati, and now it's in New York. The union is the one partner of a dual organization, the other one being the Jewish Institute of Religion--the college--what's it called?
- Nathan: Is there one that has "theological" in it?
- Koshland: No. The Theological Seminary is the Conservative one. The Hebrew Union College, that's what it is. It's separate from the Union of American Hebrew Congregations, but they have a joint fund raising effort during the year. Hebrew Union College is primarily an institution that leads to the making of rabbis. The Union of American Hebrew Congregations is an overall national agency embodying the congregations, the reform congregations.

Religion and Social Action

- Nathan: So the congregations themselves are members?
- Koshland: Yes. They meet every other year in some city and talk about everything in connection with Jewish religion and social programs.

- Koshland: Social action is the big controversial matter nowadays. Where does religion end, in the temple, and where does social action begin? There are some congregations that don't want to get involved in social action, but the majority of rabbis nowadays feel the need to be involved in social action, including race problems that are in the forefront today.
- Nathan: How does that accord with your own views?
- Koshland: Oh, I think they should, if there's any meaning to religion at all, being your brother's keeper and so forth. They have to get involved. Now, it's difficult because you get into highly controversial matters that you might say are far removed from theology or organized religion. For example, all this college unrest hasn't come into the religious institutions very much, has it?
- Nathan: Not that I have heard.
- Koshland: I haven't heard of it either, but I wouldn't doubt that it will. After all, most of these religious institutions run Sunday schools. They have children that are pretty young. Now they do have young adults nowadays. But I really have not heard of any beginnings of protest against the ways the elders of the church run their institutions.
- Nathan: There is a college, I think a Catholic college, St. John's, that has had some trouble, hasn't it?
- Koshland: That's the university. That was not a theological seminary, I don't think.
- Nathan: No, you're right. It only had religious direction.
- Koshland: Yes. But it may indicate the way. Nowadays, here you have at least a dozen institutions in trouble, reported every day in the newspapers.

- Nathan: So you feel that the emphasis is less on teaching religion, let's say, and more on social action as a suitable enterprise?
- Koshland: Yes. Of course, also, I think Reform Judaism has gotten furthest away from almost every religion, and with this trend to the suburbs and the mushrooming of congregations in the suburbs, they're very social in the narrowest sense. Having dances and plays and that sort of thing. Rather far removed from the religious atmosphere that we think of in the churches of today. Were you active in Berkeley when the rabbi, what's his name, was quite an active leader?
- Nathan: Sidney Axelrad?
- Koshland: Yes.

Jewish Education

- Nathan: Well, we have been members of Congregation Beth El all along. It's a good congregation, but we didn't like the idea that the temple would occupy all of our time. It could keep you busy night, day, and all the time.
- Koshland: Sure. Some of the criticism many people nowadays address to the temples goes like this: why shouldn't they be used all week? Then there is criticism of the rabbis that we've been negligent in not building up Jewish education in the general community, that we're losing our identity. And that's true. Unless there is a greater emphasis on Jewish education, why, within a few years of mixed marriage and the things that go with it, we are going to lose our identity. At the instigation of a few rabbis, I got the so-called leaders in the

Koshland: Federation in together. We all admitted that we don't know very much about our own religion, to begin with. There has to be background in your leadership before you can provide the kind of support that is asked for by the rabbis.

For example, right now, they would like much more of Federation funds--to take an example--to be given to Jewish religion. Not to the temple, but to the Jewish Bureau of Education, Brandeis schools, and such. To do that--and we're a very average city, a big city--we'd have to take money away from the established institutions, such as the home for the aged or the hospital. Many of our leaders are devoted to the agencies, such as the hospital, the orphan asylum, the home, the Jewish Family Service Agency.

Questioning the Need for Jewish Institutions

Nathan: When you say the hospital, do you mean Mt. Zion?

Koshland: Yes. They will resist that very much, which leads again to a question--in the case of Mt. Zion Hospital, how necessary is a Jewish hospital anymore? If you recall, one of the main reasons for a Jewish hospital was to have a place for Jewish doctors to serve, because they were not taken into other hospitals. That has changed. Jewish doctors are in all hospitals, and we don't need a Mt. Zion Hospital for that purpose. Mt. Zion Hospital is a great institution. It is developing as a great medical center, much more than just a hospital, and the Jewish community is very proud of it. ✓

But the patients are primarily non-Jewish. There are many non-Jewish members on the medical staff. The Negro community has asked for a Negro

Koshland: to be put on the board of directors, and the Federation has, after considerable discussion, decided that there's no reason why we shouldn't. When the right person comes along, and a vacancy, there will be a Negro on the board of directors of the hospital. There are Negroes, now, I think, on the staff.

There can be quite an argument now as to whether Mt. Zion is still a Jewish hospital. It's a great community hospital. And as long as the Jews are devoted to this institution and will support it, it will continue to be an enlightened institution, one of the best, certainly, in San Francisco or the Bay Area.

Nathan: You're suggesting that possibly the Federation of Jewish Charities need not continue to support it, at least to the present extent.

Koshland: I'd say that is a possibility. The leaders and the big givers, until they are educated, would be very much opposed to taking money away from the hospital to give to general Jewish education in the community. But it's got to come in time.

Nathan: So you see support of Jewish education and social action as being the newer directions in Jewish life?

Koshland: Yes. Yes. Of course, in social action, the Jews, you see them all over--whether it's the hippie movement at Haight-Ashbury or whether it's the rebellions on the campuses of our colleges and universities.

Religious Affiliation

Nathan: That brings up an interesting question about whether Jews, for example, will find a focus for social action away from the temples or

- Nathan: whether social evils need to be challenged through the congregations.
- Koshland: Yes. Sure. Of course, most of the Jews of the protest movements are not religious in the sense of belonging to the synagogues.
- Nathan: As sort of a philosophic question, then, do we still identify them as Jews if they are not in any way affiliated?
- Koshland: Well, most of them do identify themselves as Jews. My brother's a good example: he wouldn't go into a synagogue; he thinks I am a hypocrite because I do go to a synagogue. On the other hand, there is no question that he thinks himself a good Jew and he works hard for Jewish institutions, secular ones, although he also works for non-Jewish ones. Which we all do now. We don't devote ourselves as much to Jewish affairs as we did.
- Now, we think we're unique in San Francisco because we are, throughout the community, in all sorts of activities. But I'm not so sure that's true that we're very unique.
- Nathan: You think this happens in other cities?
- Koshland: Yes. Sure it happens in many other communities.
- Nathan: Has this been true of the Jewish community in San Francisco for a long time, that it has participated rather broadly in community activities?
- Koshland: It depends on what you mean by a long time.
- Nathan: I'd say more than one generation.
- Koshland: I'd say the last twenty-five or thirty years have seen the emergence of the Jews in many non-Jewish activities.

Nathan: Maybe since World War II, possibly?

Koshland: No, before that. I would take it back almost to the formation of the Community Chest here, in the 1920's. That was sort of a milestone, because at the time the Jews did not want to participate in a community chest because the Jewish agencies for the most part had higher standards than the others, as we said before.

There was a great argument for participation-- in which credit must be given to Mr. Irving Lipsich, who said, "Sure that's true, but let's do something for the community by showing leadership and bringing the non-Jewish groups up to the standards that we have." That happened. I think that in most of the charitable agencies, many of them, the standards now are just as high as those of the comparable Jewish charities. I think that's where it first came.

Now, the development in art and culture, I think, dates from about the same time. Not directly, but the broadening of Jewish people's interest in community affairs, which means the opera, symphony, ballet, museums grew along together. That includes all the cultural things that are developed in the city.

Actually, right now I think that in all of these things we miss the leadership of non-Jews, particularly the Crocker family. With the loss of Mrs. Helen Russell, who was the last active community member of that family, there's been no one in that family to take her place. There's no outstanding family now in San Francisco, as there was while the Crockers were alive and active.

Prominent Families and a Lack of Leadership

Nathan: Is it hard to find community leadership?

Koshland: Yes. The gentleman who's the head of one of the big fund raising organizations in the United States had lunch with me a couple of weeks ago and he wanted to know about the feasibility of getting a group together to point out how backward the rich people in the Bay Area have been in support of worthwhile enterprises.

Nathan: Can you give me his name?

Koshland: His name is Bob Johnson. I said I would think about it, pointed out to him that there are no so-called best known families in San Francisco. Socially and financially, very little leadership has been provided in education and charity and culture.

Nathan: With the exception of the Jewish families, perhaps?

Koshland: Yes, even the Jewish families could do more if they had stimulation. You know, we're all human beings, and you know, you don't step out when other people aren't doing anything like their share.

Nathan: What did you conclude?

Koshland: I've talked to people to try to get names, and to think of people that might be willing to give a day to hear some outstanding people tell us the facts of life about ourselves. We can get people. This man can produce a Rockefeller or somebody of that stature to come out here and talk to us, but I'm thinking of people it will affect. There's no use having a gathering and saying, "Oh, yes, we're backward."

- Koshland: I think I mentioned before that Mr. [Arnold H.] Maremont was out here on behalf of Planned Parenthood. He's a big industrialist from Chicago. We had a meeting of the finance committee of Planned Parenthood here and he just couldn't believe it when I told him there was wealth here but it was impossible for us to tap it. He said every big city could find somebody to support a cause, somebody or other. By golly, here you can't! I told him that and he just was bewildered when I said this.
- Nathan: Have you been on the board of Planned Parenthood?
- Koshland: No, I'm not on the board. I'm on the committee. I'm involved, without being on the board. I've been asked, but I refused. You can't do everything, and once in a while you have to say no. Not very often.
- Nathan: This is curious, isn't it, that San Francisco leadership has not been outstanding?
- Koshland: We have progressed, as far as corporate interest in the community is concerned. Corporations have become more interested both in giving and in doing. We have young men that are getting involved. We encourage them. That has happened.
- But we are certainly backward as far as individual support is concerned in educational and scientific and charitable enterprises that require large individual giving. I don't want to be extreme about this, because, after all, someone will point out that Stanford had a big drive a few years ago, called the Pace Program, and it was very, very successful. But I think that was really exceptional.

A Tendency to Lose Jewish Identity

- Nathan: Could we go back just a moment to what we were saying earlier about the Jewish community. Is there some loss of focus or loss of identity on the part of the Jewish community, do you think, as it expands into general community affairs?
- Koshland: Yes, there's some. Jews are alert, intelligent, emotional people. They get interested in other things, other than Jewish things, and there's some loss of identity there. Very definite loss of identity through intermarriage, and also through affluence. Affluent people, for the most part--affluent Jews, I would say--do not center their interests on Jewish matters.
- Nathan: This brings up a point that Professor Moses Rischin is interested in. He suggested that I might ask you about observances, Jewish religious observances, within your own home. When you were a child, did your family have Friday night services or Seder dinners?
- Koshland: No, they didn't. In my own home my parents always identified with the temple, were very interested. In fact, my own interest in Temple Emanu-El, and religious institutions is largely an inheritance, even though I really know very little about the Jewish religion except for reading that I do.

In turn, I brought my children up somewhat the same way. I have two daughters that have maintained an interest in Jewish religion and Jewish affairs.

My son has done a little less so because he married out of the faith, although in that case, his wife now is more interested than he is, and their children, in turn, are even less interested. My grandchildren, some of them went to Sunday school, rather under protest.

Nathan: Is there any other way? [Laughter]

Koshland: Well, I think our Sunday schools are better if we have better teachers. Yes, I think there is a way, but we haven't been very successful in getting good teachers, who, after all, are only on a part-time basis there. Of course, in this part of the world, it's very difficult, the climate being as it is; there is a tremendous competition on Saturdays and Sundays for athletics and recreation. It takes a good deal for a family to plough ahead in its devotion to the religious institutions.

Nathan: Thinking back to the time that you spent in New York as a young man, did it seem to you that there was more concentration on the religious aspects of Jewish life among the families that you knew in New York than the families that you knew in San Francisco?

Koshland: No, I don't think so. I think the development there, even though there were many, many more Jews, was very, very comparable to that of Jews in San Francisco when I was a young man. Jews gradually became interested in social work or politics. First in Jewish social work, and then in others. You had a comparable development of the Federation there and all the other agencies. It's a little hard to compare. New York is a cosmopolitan city and in a sense San Francisco is too. The difference in size makes a difference in the concentration. Here you have one opera, one symphony, a few museums, and the same people are asked to lead these things, whereas in New York there are so many--there is great diversity of culture and philanthropy and religion.

Anti-Semitism

Nathan: Did you either experience or know about anti-Semitism in San Francisco? Was it something that you were aware of?

Koshland: We talked about it, yes, we talked about it a great deal, and everybody knew of cases of overt anti-Semitism. But, I think, that has changed a great deal for the better, let's say.

There's the old story that as the Jews were liberated in Europe, the anti-Semitism, I think, decreased although you have tremendous examples of the opposite. I can't make out, for example, why there are the recent events in Poland. A great big country with only 30,000 Jews, mostly poor and hard-core, why should there be this big anti-Semitic move in Poland? In the United States, where there is the affluent society, I think that except for certain aspects, such as social--we've talked about that--anti-Semitism has been disappearing.

Nathan: So, in a sense, you're linking affluence with an easier mingling and a broadening of Jewish interests? ✓

Koshland: Yes, yes. Of course, I feel that Jews, because of their past history and their emotional makeup, are easily adapted to general community life and facts thereof. Now there are people who will argue this with me.

We're the chosen people, in my opinion, not because we're any better but because through history we have had the concept of the brotherhood of man, which we may not live up to very well, but it's still part of the Jewish people. I'm not talking about the Jewish nation or Jewish race, or even the religion. But I think that Jews have that within them, it comes from their historical background. Do you agree with me?

Nathan: Yes, I do. I can't account for it, I don't know quite how it came about, but I do believe it. I don't know why this concept has sustained itself.

Koshland: I think because inside of us, going back through the generations, we have been a persecuted people.

Nathan: And we remember.

Koshland: And we remember. It's really recent--Germany is an outstanding example--but in all of Europe until, I guess, the nineteenth century, the Jews were a persecuted people in every country except possibly Great Britain.

Nathan: And Holland, I suppose.

Koshland: And France.

Nathan: And then, of course, there was the Dreyfus affair.

Koshland: Yes, yes.

Nathan: We have some examples in almost every country.

Koshland: Sure. We have them in every community too. We have an active, as you know, community relations committee that's constantly concerned with these matters, but much less so than it was a few years ago.

There aren't many incidents any more. They're concerned now with all these things that have been brought up through the coalition, the problems of the cities, the Negro problem. There's no doubt that the Jewish community is getting more and more involved in these race problems.

Nathan: I take it you feel that this is the right thing to do?

Koshland: Oh, sure. In spite of the fact that occasionally the Negroes denounce the Jews, which is

Koshland: understandable too. Because they are property owners, they're part of the establishment, the white establishment.

Factions Within the Jewish Community

Nathan: Thinking back to some old questions, were you in San Francisco aware of any particular disaffection between, say, the German Jewish community and the community of Eastern Jews?

Koshland: Oh, yes. I was aware of that in New York and in San Francisco, but that's broken down.

Nathan: Has that disappeared?

Koshland: Oh, yes. You hardly ever hear of that anymore, because the German Jewish families are so few now, in numbers, as compared with the descendants of the immigrants that came here in the waves at the end of the nineteenth century.

Nathan: Were there many people, let's say, in the old German Jewish families in San Francisco who did still have relatives in Germany during the Hitler era?

Koshland: Yes, and I think most of them that did took steps to bring them out. Not all of them. But they brought relatives from other countries besides Germany, I think from Poland and Rumania and the Slavic countries. But there was that feeling still during the Hitler time. You're getting into the matter of the feeling towards the non-German Jews, I think that's gradually disappeared and will be entirely gone within a few years.

As far as the Jews in San Francisco are concerned, they have become a very integrated

Koshland: community. There's much greater understanding now of the Reform Jew for the Orthodox Jew and vice versa than there was in the past. It doesn't mean that there aren't differences and differences of approach.

The Reform Jews, for example, still lack much tolerance for the Orthodox customs that are still prevalent in the United States. Most of the Jews are Orthodox and Conservative. The Reform are very much less, numerically.

Nathan: When you get into the possible question of allocating more funds, say for Jewish education, is there going to be a problem of what kind of Jewish education will have claim?

Koshland: No. But it's a fact that the Orthodox and the Conservatives are the ones that are asking for this and who have the closer ties to it. The Reform Jews--after all, many of the Orthodox and Conservatives scarcely consider Reform Jews as Jews.

Nathan: [Laughter] Yes, that's right.

Koshland: They practically consider them lost souls that have gone over across the border.

Trip to Israel - 1962

Nathan: That's true. Have you been to Israel, or Palestine as it was before, since that trip you made when you were just out of college?

Koshland: Yes, I was there in 1962, in Israel, and had the usual experience of the tourist of getting very, very much excited and impressed by what these people have done. Because I did have memories of my earlier trip when I saw nothing

Koshland: but rocks and untillable land, except for a few orange orchards in 1913. Here now I saw modern cities and a spirit of a pioneer people that I couldn't appreciate at all in 1913. It wasn't the same sort of thing at all then.

Nathan: You're probably one of the few people who saw this at fifty year intervals.

Koshland: Yes. I see the Taj Mahal every fifty years. However, I expect to see Israel again before fifty years have passed.

Nathan: Do you have plans to go currently?

Koshland: Not definitely. Maybe next year, if President Johnson sanctions it, or the new president.

Nathan: Is there anything particular in Israel that you were more interested in, the agriculture or...?

Koshland: The education I'd say, more than anything, because we met the minister of education and others and learned of the great need of secondary education at the time. Of course, when we were there, there was still big immigration from North Africa, particularly from Morocco and Algiers and Tunisia. We saw all the problems that were developing. People forget that everybody that comes to Israel has to learn a new language.

Nathan: Hebrew is not the easiest language to learn.

Koshland: No. We visited various types in their dwellings. From Romania, from Morocco. Naturally we were tremendously impressed by the construction going on there to receive these people who were brought to the kibbutzes. They were brought to apartment houses and to the institutions there where preparation was made for them. We saw their response in a small way, because we visited a few of them. The educational need was, and still is, the great need--aside from peace.

Koshland: Yesterday, incidentally, Carolyn Anspacher just came back. Did you read her article in the Chronicle?

Nathan: Yes.

Koshland: She's just back and she paints a very--an awful picture. This country is still at war, and I don't see any solution until the Russians change. The point that she pressed was that, after all the talk about the Arabs and the Israelis, the people that lost this war were the Russians, the Russian arms and the Russian training, and until the Russians change, why, there's going to be no let up.

Nathan: Just survival must be a frightful effort.

Koshland: Yes! And there is this constant warfare on the borders now. But, incidentally, I think she was the only Jewish correspondent in the party, and they were all tremendously impressed.

She even told an incident. The last day in Jerusalem, five of these Christian correspondents went to the Wailing Wall to pray and she asked them why. They said they felt that they were at the spiritual center of the world. I'm going to meet her for dinner again tonight. She's quite a very observant person, and writes well. She saw Israel not from the point of view of the ordinary tourist, which is what we would be.

Nathan: Do you know who these correspondents were, how they were gathered together?

Koshland: No, I don't. But they worked hard. They had ten-to-twelve hour days, being taken and shown the effects of the war and the developments in educational and other aspects of Israeli life. Of course, she emphasized the taxation there. We think we're taxed high here. It's just nothing. About seventy-five percent of their income goes to income taxes, let alone the other income. She said the average Israeli pays

Koshland: seventy-five percent of his total income to the state.

Nathan: That is an eye-opener.

Some Religious Leaders in San Francisco

Nathan: I might ask you a couple of questions we haven't yet touched on, about some of the rabbis you've known. I think probably the rabbis at Emanu-El in San Francisco might be a good place to start. Who is the first one you remember? Voorsanger?

Koshland: Voorsanger is the first one. You're on a very touchy subject now.

Nathan: Oh, really?

Koshland: I've known them all and have been active in the temple most of my adult life. Voorsanger was rabbi when I went to Sunday school, which goes back to the very beginning of the century.

Nathan: I suppose the point of talking about the rabbis would be to learn what sort of influence they may have had on you, how you feel they influenced the community.

Koshland: One had a great influence on me, that was Dr. Martin Meyer. He had a great influence on me and on many young people, especially young men of the 1920's, I would say. Very human, very devoted to the public weal, and collected young people around him and inspired them. He was a really extraordinary person. I wouldn't put any of the subsequent rabbis in his class, in that respect.

Nathan: Did he interest you primarily in religion or social responsibility?

Koshland: Social responsibility more than in religion.

Nathan: How did he get across to you?

Koshland: It's very difficult to say. Personality, I'd say. He had exuberance and charm and intelligence and a driving quality that fascinates young people--still does nowadays, in a good teacher or a good religious leader. All of the successes are like that except, possibly, Alvin Fine.

I think one reason for Alvin's giving up the active rabbinate was because he didn't get that kind of support from the young people of the community, even though they all admired him. He was more intellectual than Rabbi Meyer. But he didn't get the support from his congregation that I think he expected to get.

Nathan: Why do you suppose the congregation at Emanu-El didn't respond to his leadership in the way he wanted?

Koshland: People liked him, in fact, many of them loved him. But, since the days of Rabbi Meyer, none of the rabbis has assumed the pastoral duties that go with the leader of a congregation. They have gradually become more and more involved in community affairs, social action, and community development, so that the demands on their time have pulled them away from their so-called pastoral activities. They do not relish funerals or weddings.

Nathan: Of course, those are the most human aspects of their work.

Koshland: Yes. Now, in Temple Emanu-El, that function was performed by an extraordinary cantor through the years.

Nathan: Cantor Reuben Rinder?

Koshland: Cantor Rinder, who was the real pastor of Temple Emanu-El for fifty years.

Nathan: Are you suggesting that, realistically, you need one man to do the social action type of thing and one man to do the pastoral job? Can one man do both?

Koshland: I don't know. I can see that they probably can't do both in this day and age. It's human that they get pulled more and more into the community life and have to appear at all kinds of functions, just as the mayor of the city doesn't sit at his desk at city hall anymore, he has to be out and around all the time.

The Rabbi as Ambassador

Koshland: Now a rabbi can't do all these things. The ideal rabbi would devote himself primarily to his flock, but they don't. I guess there are some that do that I don't know about.

As a concomitant of this, it is interesting that the rabbis putting nearly all their time into social action are excellent ambassadors to the non-Jewish community. They are admired, their intellectuality is talked about, the nature of a Jewish funeral almost always is a moving occasion, which people do not feel at many of the Christian services, which are impersonal. Weddings, more of just a chore for most rabbis. They do it, they have to do it, but I don't think they do it with any great relish.

Nathan: I wonder whether the congregation selects a rabbi, or the committee that selects a rabbi, does so thinking of him as an ambassador, and then criticizes him for not being a pastor.

Koshland: Our latest situation was one where we stressed with our rabbi that the thing we needed most was

Koshland: a pastor. I think he tried to be one. He became very ill soon after he assumed leadership of Temple Emanu-El. But Rabbi Hausman did not measure up intellectually. I don't know, if he had had as good health if he would have been the kind of pastor that was needed. Of course, the whole makeup of congregation Emanu-El has changed tremendously. The proportion of refugees and their descendants has become a very large one. I think that the services of congregation Emanu-El, probably the other reform synagogues, are attended by very few of the descendants of the old families.

Nathan: When you say the old families, which ones would you include in that?

Koshland: I would include, I guess, the German Jewish families that were the original builders of our reform synagogues.

Nathan: That would be Schwabacher, Sloss?...

Koshland: Yes.... Fleishhacker, Hellman...many of them just give lip service, pay their dues, go to the High Holy Day services and let it go at that.

On the whole, though, of course, there is hope, because the Sunday schools are mostly well-attended. These people themselves have grown away. And as you suggested in your question before, they have more or less pressured their children to go to Sabbath school.

Teaching and Jewish Education

Nathan: Do you think the children are more receptive, or perhaps more interested?

Koshland: Yes. In spite of what I said about the teaching before, it's much better than it was in my day. Many of the Sunday school teachers now are women and men who teach in the public schools during the week, so they're competent teachers, but still not well enough versed in Jewish religion to inspire the youngsters very much. That's why they resort to all these other things. They have all sorts of activities that are really not directly connected with religion: dances and social affairs and lectures and picnics and all this sort of thing. So there still is interest. There's always the good teacher that can keep children, young people, interested, whatever he or she teaches.

Nathan: Did you ever get to know Rabbi Saul White well, at all?

Koshland: Yes, I know him quite well. He's a real scholar. And he really is the sparkplug of this more recent move that I've mentioned about getting the lay leaders of the Jewish community more interested and more aware of the needs for Jewish education. He's highly respected. He's, I would say, the outstanding rabbi in San Francisco.

Nathan: Is his congregation Reform?

Koshland: Orthodox.

Nathan: What congregation is that?

Koshland: I think it's Beth Sholom. It used to be at Fourteenth Avenue, but I don't know where they are now. He's vitally interested in Jewish education. A good deal of the push here comes

Koshland: from him.

Nathan: Did many of the refugees who came to San Francisco also join that congregation, as well as Emanu-El?

Koshland: I don't know how many joined his congregation, but all you have to do is go to congregation Emanu-El and you can see the enormous proportion.

Nathan: That's true.

Koshland: You ask me, "Are you a religious Jew?" I'd say I'm not. Proof is that I don't go to the temple very often. I've gotten to the point where I only go to the High Holy Days and maybe two or three other times during the year, for the special occasions, special preacher, maybe a visiting preacher, or to take my grandchildren to try to make them become more interested--and generally they become less so [laughter].

Nathan: Would there be any sort of special person or special sort of approach that would draw you in more to temple interests?

Koshland: No, not now, it's too late. I give more time to it than I really would want to, even so. Even though I recognize that it's a great need for the other fellow.

Nathan: Somehow this, to me, characterizes the San Francisco attitude.

Koshland: Yes.

Nathan: Would it to you? Do you think you're reasonably typical of San Francisco Jews?

Koshland: Yes, I think so. I think I'd sort of be the average in that case. Most of my family are much less interested than I am.

Israel and the American Council for Judaism

Nathan: It's sort of a conscience thing.

Koshland: It's a conscience thing. It is with them, too: the minimum they feel they owe to their ancestors. Of course there is, certainly, for most of them, a pride that has come about through the establishment of the state of Israel, and through their own participation, either through giving or through visiting it. No question Israel has done a great deal for the self-esteem of the American Jew.

There are still, of course, some Jews that violently oppose the state of Israel. They are a very small minority. I actually was one of those that founded the American Council for Judaism, of which I'm very ashamed.

Nathan: You must have had a reason at the time.

Koshland: Well, my original interest in Palestine was as a refuge. I certainly did not approve of the establishment of a Jewish state, so I readily joined the small group here that started the American Council for Judaism.

Nathan: Who else was involved in that with you?

Koshland: Dr. Monroe Deutsch of the University of California, Judge and Mrs. M.C. Sloss, and a number of other very worthy people. I discovered pretty soon that this organization, which claimed that the Jews were just a religious people, was made up of people who were not religious at all. The Sloss family was an exception because Mrs. Sloss...

Nathan: Was this Hattie?

Koshland: Hattie Sloss, yes. But outside of Hattie Sloss and possibly Dr. Deutsch, the people that were

- Koshland: associated with it were not churchgoers, templegoers. When I discovered this, my interest waned because these people were totally inconsistent.
- Nathan: Was the theory then that Palestine would remain under British mandate, but not as an independent state?
- Koshland: I couldn't say that, but it was certainly the fact that Palestine was a refuge for some Jews. They were interested in helping financially but not in participation at all.
- Nathan: Was Rabbi Irving Reichert at all interested at one time?
- Koshland: Yes, at one time intensely interested, and I think a majority of his congregation at that time shared his view. So when he went out, and Alvin Fine the Zionist came in, it was a great change. The congregation, people like Mrs. Sloss, resented Alvin for his outspoken Zionist views. But that gradually changed, not because of Alvin, but because of the historical development of the situation, so that now the American Council for Judaism in San Francisco is a totally ineffective organization, a remnant. I would even go so far as to say that many of the people involved with it--many of the few that are involved are only interested in it because it lets them escape their obligations to broader interests, such as Israel.
- Nathan: So it is kind of a negative thing.
- Koshland: Very negative.

SOME FURTHER INTERESTS

National Ice and Cold Storage Company

Nathan: I'd like to come back if I may for a moment, to some of your business activities. Can you tell me about the National Ice and Cold Storage Company?

Koshland: Well, I was a director of the National Ice and Cold Storage Company for several years, representing a family which had a substantial holding in it. I don't think it's very exciting to report.

Nathan: Are you still active there?

Koshland: It was sold to an eastern concern.

Nathan: Was this early in your career?

Koshland: No, no, within the last ten years.

Wells Fargo, American Trust, and the Jewish Board Member

Nathan: Then I see you're affiliated with Wells Fargo Bank.

Koshland: Well that I've been on for a long time. In fact, I'm now only an advisory director because the bank retires the directors at the age of

Koshland: seventy-two. I was on the board of a predecessor company, the American Trust Company, which merged a few years ago with the Wells Fargo Bank.

That's an interesting commentary, too, because I was certainly asked on that because they wanted a Jew. They had had a Jew.

Nathan: Who was that?

Koshland: His name was Walter Rothschild. He was with the dried food people, Rosenberg Brothers, and when he died they wanted a Jew, and a Jew that was known in the community. I was asked several times and said no, mainly because I remember some of the older members of my family told me never to be on a bank board, it's such a highly responsible calling.

So I said no. Then finally Mr. James K. Lohead, who was then president of the bank, and Ward Mailliard, of the Mailliard family here, prevailed on me to do it, and I never regretted it. I enjoyed that association as much as any, even though it brought me in contact with many people who were far removed from my social or political views. But I enjoyed it. I enjoyed the committee work. I still go to the board of directors meetings because I'm an advisory director. I was on all the important committees most of the time I was there.

Nathan: What sorts of committees were these?

Koshland: The executive committee, which passed on all the loans over a certain amount. I was on the trust committee. The bank always had a big trust business, I was on the compensation committee, and I still am.

Nathan: What's the compensation committee?

Koshland: Besides the compensation for the amount of the larger-salaried employees, it sets policies for the retirement pay, vacation allowance, certain practices involving a lot of money.

Koshland: That's been interesting, too. That I've enjoyed very much, and I miss it. I'm still on the board, and I go to the board meetings, but I don't participate, don't even vote.

Nathan: That could be fascinating, to be in this situation.

Koshland: The board meetings of big banks are pretty perfunctory now. The work is done by committees.

Nathan: Some of the people you met on the committees, you say were not necessarily of your view.

Koshland: Yes. They were friends. I think they all liked me, but were a little doubtful about the soundness of some of my views. It didn't show itself overtly, let's put it that way.

Nathan: They thought maybe too much heart and not enough cold business, was this it?

Koshland: Yes, a little of that. Also a little of the idea that I was not a good conservative, I was not a good Republican. I've always been a registered Republican. They knew pretty well that I very often supported Democrats. That makes people of a conservative nature a little apprehensive about being associated with a "man that you can't really count on."

Nathan: Your early banking experience must have helped in this enterprise to some extent. Did it?

Koshland: A little bit, not much. No. Being a bank employee is different from being a bank director. [Laughter] But on the whole this was a very fine group of men even though--you know, there are a lot of people you don't agree with, but they're very good.

Of course, when they merged with Wells Fargo then there were people that I knew very well because Wells Fargo was known as a primarily Jewish bank at the time, the dominance

Koshland: of the Hellman family.

Nathan: In the earlier group, in the American Trust Company, where you were aware that you were being brought on the board because you were Jewish, did you have any feelings about that?

Koshland: No, no. I didn't want to go on a bank board just because I was a Jew, but I didn't think I should refuse it. As I say, I was well-treated-- I was put on all the good committees, and then, of course, after we merged, then there were a lot of Jews on the board. In the earliest days most of the banks didn't have any Jews. Jacob Stern, who was the former president of Levi Strauss & Co. was on the Bank of California board. And Walter Haas was on the San Francisco Bank board. But now, all of the banks have Jewish board members.

Now, that's not true in New York. Oh, definitely. But out here I don't think there's any important bank that hasn't at least one Jewish member.

Nathan: Have the banks yet taken the next step and gone out into the Negro community or the Oriental community?

Koshland: Yes, yes. Under prodding. Under prodding. Banks are conservative. They have to learn this thing. When we started in on the employment of Negroes, the president of a bank to whom I talked about this said, "Well, as a bank director, do you want me to employ incompetent people?"

And I said, "No! Of course not. But I want you to go out, as others are doing, and look for people that can be trained to become competent." They've done that, to a limited extent. I think the Bank of America has been a leader in this.

Nathan: This would be the question of employees. How about board membership. Has this changed yet?

- Koshland: I don't know of any Negro board member of any bank. I don't know of any Negro member of any well-known social club in the community, except one. Willie Mays. At the Concordia.
- Nathan: Is he really the first one?
- Koshland: I don't know of any others. There are social clubs that don't even take Jews, let alone Negroes.

Liquid Carbonic Corporation

- Nathan: Yes, that's true in San Francisco, still. Are there other business activities that are of interest to you?
- Koshland: You have the National Ice and Wells Fargo Bank. Oh, I was on the board for a while of the Liquid Carbonic Corporation where I had to go to Chicago for meetings. That was an interesting experience. After a few years they sold out to General Dynamics, so I did not go on the board of General Dynamics thereafter. It was an interesting experience with nothing very dramatic about it.
- Nathan: That was an industrial concern.
- Koshland: Yes. It made liquid gasses. Also concrete. Gasses turned into substantive form.
- Nathan: You'd have to know a little bit about the chemistry of it.
- Koshland: I sure did not! You don't have to know that; you have to know the executive end. Of course, there are differences about that. I don't know if I mentioned different views of myself and my brother, because we've both been active in

Koshland: hospitals.

Now my brother, who's been active in hospitals and other philanthropies, believes that every member of the board should know all about the organization and should take the time to delve into it. I don't. I want to see that they have a good president and they get a good executive or administrator, and I'll serve on committees but I don't have to know all about this organization. That's a very great difference of opinion. Of course, my brother's in the minority in that respect, but he plugs this all the time and he feels it very strongly.

Nathan: Yes. You could make very good arguments on both sides.

Koshland: Yes. Sure.

Social Clubs and Organizations

Nathan: You mentioned clubs in passing. Do you want to mention some clubs and organizations that you've belonged to and that you've enjoyed or that you think are worth while?

Koshland: I belonged to Concordia-Argonaut for a long time. I belong to the Commercial Club, which is really a convenience, and both of which I joined at the behest of my father.

In both cases I've used them with a great deal of pleasure. Now the other interesting one, I might mention, is the Peninsula Golf and Country Club, which is the old Beresford Country Club, which was a Jewish club, all Jewish, formed by the generation of my father's in the early 1900's. It always had financial struggles.

Koshland:

A country club is an expensive thing, it is expensive to maintain a golf course. Then it ran into serious troubles when our fathers died and more serious troubles when the war broke out and gasoline was rationed, so that people from San Francisco couldn't go to a country club in San Mateo because of the gasoline shortage.

So we opened the club then to the community and now it's a very flourishing club, very active. It is a little unique in the fact that there are no Christian and Jewish quotas. It's the only social club--I'm talking about a social country club--that has no Jewish quota.

The most prominent club here is the Merced Club, which is half-and half, something like that now. I'm not sure of what the exact quota is. But they try to keep it on a parity and not let the Jews take it over entirely. In the Peninsula Club there is no quota and no problem of getting a Jew into the club, and he doesn't have to be in the first families of Virginia. It's a very satisfactory experience.

On the other hand, all country clubs are snobbish. This club is made up of a very large number of successful people who however are aristocratic in their views--or let's say have conservative views. There are very few what I would call liberals there. This is a disappointment to me, because these are fine fellows that I meet every day when I'm there, but most of them take very little interest, if any, in their community. Now, there are a few exceptions.

Many of the people in this club are vice-presidents in banks, representatives of big national corporations. Many of them have their dues and expenses paid by their corporation, subject to Internal Revenue laws and so forth, and many of them spend their entire recreational life at the club. Their wives are active in lectures, card playing and such things. The men play at the club, and it's a very narrow existence. But it's fairly expensive, you see.

Koshland: So when a family of modest means--and I use that term to mean not particularly wealthy--when they join a club like that, they get the most pleasure that they can out of it, as long as they paid the dues and make it their recreational life.

Now, we've always belonged to it. I use it mainly for golf. The same thing with Howie [Friedman]. We do enter into the social end of it in a minimum way, just to be friendly.

Nathan: It's awkward not to do anything.

Koshland: That's right. On the whole, it's very commendable, but it has its limitations, too. One of these days I'm going to take a Negro up there for lunch. I've never done that yet. It was unthinkable that a minority person should be a member of the club. When it was a Jewish club it was snobbish, too. The nature of it is like that. It's not a very important part of my life.

Nathan: It's certainly a part of the community life, and it's something that should be mentioned. It shows certain attitudes.

Koshland: Oh, yes, it's part of it. Every executive in the community, almost, has to belong to some club or other. Some social club. In most cases if they're young, a country club. And, of course, in other towns, smaller towns, it's even more important. I mean the head of a branch bank in a small town, must belong to the country club if there is one, or the bank will suffer. He must do it for the sake of the bank, aside from his own views.

Nathan: How about The Family? Are you a member?

Koshland: I was but I resigned from it because I didn't use it very much. Now that has, I think, a quota of some kind. But there are lots of Jewish members and they all enjoy it very much. I never did really enjoy it because, to my mind, it was a lot of middle-aged men trying to keep young by

Koshland: drinking. Now, that's somewhat unfair, because a lot of other people feel differently about that.

You see, the Family Club and the Bohemian Club were both started as clubs for the artist, the musician, the cultural leaders of the city. In that sense--they do keep up, they do keep up, they have events every year, original plays, original poems, original music. But that has gradually become less and less important, and most of the members of these clubs are essentially business executives.

Nathan: Do you belong to the Commonwealth Club?

Koshland: Yes.

Nathan: Do you go?

Koshland: I used to go a great deal, and I go a little bit now, not often, mainly because I'm too busy.

Nathan: Yes, just going to club events must take a lot of time.

Koshland: Yes. Sure.

Nathan: Were you involved in getting Willie Mays into the Concordia club?

Koshland: Yes, well, I didn't propose him. I don't think I seconded him. But when it became a racial issue, I was very much involved and particularly incensed against some of my fellow club members who pose as Jewish leaders but found some excuse for not wanting Willie Mays. In no case was it because he was Black. This was what they said.

Nathan: Yes. He had never given to the Welfare Fund, possibly. [Laughter]

Koshland: No, it wasn't that. Willie Mays, while he's a great guy, he's a hero, but what will he be when he's no longer a great baseball player?

Koshland: Probably, he'll be running a saloon on Fillmore Street. My answer to that was, "Well, what are most of the members here? They run saloons or similar enterprises on other streets."

Also the argument was brought out that "Willie Mays, well, he's a fine, decent fellow, but look at some of the other Negroes on the team, and on other teams, pretty soon we'll have a lot of them and they won't behave properly." Those were all subterfuges because they didn't want to open the doors.

Of course, I should say this: the Concordia-Argonaut was originally a Jewish club, and several years ago the proposal to let non-Jews in was received with great, violent resistance by many of the members of the club. I was involved in that too. And here I was, Council for Civic Unity and all this sort of thing, and how could I refuse to open the doors, I mean, and be consistent? So I was involved in that fight.

Nathan: Is it open?

Koshland: It's open, now. I would say that--I really don't know how many members there are. There are thirty or forty non-Jewish members that are very fine people. Some of whom, a few of whom, are members of the Pacific Union Club, who joined just for the sake of breaking down this prejudice. So the next step was Willie Mays, you see.

That was complicated because Willie Mays was proposed by someone who was very unpopular and who tried to bull it through instead of being intelligent about it. So it aroused great emotion.

I was very emotional about it, too, at first. Then I began to realize that emotion doesn't get you anywhere. I worked quietly for this thing, and thank goodness it was finally resolved amicably. I've seen him there once or twice, but he doesn't go very often.

Nathan: So, really, the way to win your point in such a situation is to talk quietly to a number of people first.

Koshland: Yes, yes. Not get mad. Then you say things you regret, and you don't win people over that way.

Nathan: We have been talking about some of the social reform that's going on, but I wonder if it's developing fast enough. Do you think it is?

Koshland: Did you see the program last night on KQED?

Nathan: No. What was that one?

Koshland: It was discussing the national race relations report to the President. There were a couple of Black Panthers on there that were just unbelievable. Hunters Point and all that. The Black population of San Francisco are the prisoners and they're declaring war on us.

[Mayor Joseph] Alioto was on, he was very good. Couldn't stop these others, so emotional you know. Really terrible. Talk about whether there'll be riots this summer. Most of the people are working to avoid this, but these guys say there's going to be rioting anyway.

Nathan: Well, I suppose there are some who want it.

Koshland: They only represent a minority, again, just like the University. A minority in the spotlight. You don't hear from the others. I'm sorry for the moderate Negro leaders. They blast them worse than they do the whites, even. Terry Francois, you know, the United States attorney here.

Nathan: That program will be re-run. I'll try to see it. Is there anything else we should talk about?

Koshland: No, we're almost through, I think, unless you can think of new things I can get involved in.

Negotiation Now

Nathan: I'd like to hear about any other things that are in your mind.

Koshland: There is my latest exploit, which I am rather pleased with. I kept very clear of all these peace organizations, although I've been asked to join many of them, but I've finally gotten involved in Negotiation Now. There is going to be a conference, a very small conference in Washington at the end of this month. Negotiation Now has called a National Committee for a Political Settlement in Vietnam.

A small group of very knowledgeable people had talked with Mr. Harriman before he went to Paris, before he was appointed, and feel that something can be accomplished by preparing papers or arguments for policies. There's going to be a meeting in Washington, small number of people.

They are asking the foreign advisors of all the candidates to come to this meeting. Representatives of McCarthy, or Kennedy, or Nixon, or Rockefeller are going to be invited to this thing, with the hope that this will affect the candidate, which is rather good. They won't come out with any recommendations from this meeting.

They needed a few thousand dollars and they couldn't get any money in the east to start it, so they got me into it. Actually, Clark Kerr is chairman of this, and he called me up about it. So I said I'd put up half the money and they got the other half from people in the east. So this is going to happen. Norman Cousins is one of the group.

Nathan: It must be very satisfying to be able to do this.

Koshland: Something might come out of it. So at least I think it's an intelligent approach. These people realize you have to not only consider the American point of view. You've got to realize what Mr. Ho Chi Minh is up against too. So maybe this will help to educate the people that are involved in making this thing go, including Mr. Harriman.

At least it's an effort. It's one of these things you've got to try. You've got to try everything that you think is good. As for a lot of these organizations, they're all well-motivated, but there are so many of them that they admit themselves that none of them could speak authoritatively for a large mass. You see, these negotiations now have actually changed some of their aims, because the negotiations are going on. Whether they are successful or not is another matter.

So now you're right up to date.

Nathan: Couldn't be better.

APPENDIX -- The Honorary LL.D.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

IN RECOGNITION OF HIS MERITORIOUS ACHIEVEMENTS HAVE CONFERRED
THE DEGREE OF DOCTOR OF LAWS UPON

DANIEL EDWARD KOSHLAND

A MEMBER OF THE UNIVERSITY OF CALIFORNIA'S CLASS OF 1913, BELOVED AND RESPECTED AS A CIVIC AND FINANCIAL LEADER OF THE SAN FRANCISCO COMMUNITY · SINCE 1922 A CHIEF EXECUTIVE IN ONE OF THE WEST'S PIONEER INDUSTRIAL FIRMS · FOUNDER AND MEMBER OF THE BOARD OF THE SAN FRANCISCO FOUNDATION AND THE COUNCIL FOR CIVIC UNITY · APPOINTED BY THREE GOVERNORS TO THE INDUSTRIAL WELFARE COMMISSION OF THE STATE OF CALIFORNIA · FOR MORE THAN TWENTY YEARS A MEMBER OF THE JUVENILE PROBATION COMMITTEE OF THE CITY AND COUNTY OF SAN FRANCISCO · FORMER DIRECTOR OF THE UNITED STATES REFUGEE SERVICE AND OF THE NATIONAL COUNCIL ON CRIME AND DELINQUENCY · IN THESE AND MANY OTHER POSITIONS OF TRUST HE HAS DEDICATED HIMSELF TO THE WELFARE OF HIS FELLOW MEN · FOR THE QUALITY OF HIS LIFE, THE GENEROSITY OF HIS SERVICE, AND HIS CONSTANT INTEREST IN AND SUPPORT OF HIS UNIVERSITY, WE CONFER UPON HIM TODAY OUR HIGHEST HONOR

IN WITNESS WHEREOF THIS DIPLOMA IS INSCRIBED WITH THE SIGNATURES OF THE
PRESIDENT OF THE REGENTS AND THE PRESIDENT OF THE UNIVERSITY, AND TO IT HAS
BEEN AFFIXED THE OFFICIAL SEAL

GIVEN AT BERKELEY THIS TWELFTH DAY OF JUNE IN THE YEAR
OUR LORD ONE THOUSAND NINE HUNDRED AND SIXTY-FIVE,
AND OF THIS UNIVERSITY THE NINETY-EIGHTH

Edmund G. Brown

GOVERNOR OF CALIFORNIA AND PRESIDENT OF THE REGENTS



Clark Kerr
PRESIDENT OF THE UNIVERSITY

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